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Report on results achieved by the United Nations Capital Development Fund in 2009

Summary

The United Nations Capital Development Fund works to reduce poverty in the least developed countries by strengthening local services and increasing access to microfinance. The present annual report details its programme, management and financial performance in 2009.

In 2009 UNCDF operated in 40 of the 49 least developed countries, with a particular focus on post-crisis countries. Seventy per cent of its programme portfolio was in Africa. Local development programmes accounted for 61 per cent of the 2009 programme expenditure; microfinance for 39 per cent. The 2009 programme targets in both local development and microfinance were achieved and in some cases exceeded. While management targets were largely met, strengthening UNCDF operational effectiveness will remain a key priority.

Total contributions in 2009 amounted to $36.5 million, reflecting a slight increase in the volume of regular resources, and a decline in other resources (which had been anticipated). The overall resource outlook remains positive, especially in terms of volume and diversification of other resources. The 2009 programme expenditure amounted to $41.5 million, an increase of 12.2 per cent from 2008, and more than double the figure for 2005.

A process of internal reflection begun late in 2008 led to refined priorities for UNCDF for the period 2010-2013. They include increasing operational effectiveness, responding to the demand of least developed countries for new kinds of support, and strengthening strategic partnerships.

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I. Introduction

1. The United Nations Capital Development Fund (UNCDF) is dedicated to helping the world's least developed countries (LDCs) achieve the Millennium Development Goals (MDGs). With only five years left before the 2015 MDG deadline and many LDCs struggling to meet the targets, this mission is more relevant than ever. UNCDF works to reduce poverty in the LDCs by strengthening local services and increasing access to microfinance. In addition to MDG 1: Eradicate extreme poverty and hunger, UNCDF work directly supports MDG 3: Promote gender equality and empower women, and MDG 7: Ensure environmental sustainability.

2. UNCDF operates in 40 LDCs. Roughly 40 per cent of its programme portfolio is in countries emerging from crisis or conflict. In 2009, local development programmes accounted for 61 per cent of its programme delivery; microfinance for 39 per cent. Of the UNCDF overall portfolio, 70 per cent is in Africa; 30 per cent is in Asia and Haiti (the only LDC in the Western Hemisphere). Over 50 per cent of the clients of UNCDF-supported microfinance institutions are women, and the UNCDF/UNIFEM Gender Equitable Local Development programme, designed to ensure that capital spending by local government helps to empower women, is now fully operational in five African LDCs.

3. Over the past five years, UNCDF has moved 50 per cent of its staff out of New York, doubled its number of donors, doubled its income, and expanded its programmes from 26 to 40 LDCs. At the end of 2009, it had 127 staff members: 76 international Professional staff (including 16 Junior Professional Officers), 16 National Officers and 35 support staff. Of the 76 international Professional staff, 63 per cent were men and 37 per cent were women; 58 per cent came from developed countries and 42 per cent from developing countries. Roughly 30 staff members work at Headquarters, 10 each in UNCDF regional offices in Dakar, Johannesburg and Bangkok, and 70 at the country level.

4. The UNCDF partnership with UNDP has also grown much closer in recent years: 100 per cent of UNCDF country programmes are joint programmes with UNDP, and the new UNCDF global programmes (e.g., MicroLead; Gender Equitable Local Development) directly support key UNDP priorities, including poverty reduction, gender equality and support to crisis and post-conflict countries.

5. The present annual report documents the UNCDF programmatic, managerial and financial performance in 2009 against established targets. The performance of the organization is measured through its Strategic Results Framework, which supports the larger objectives of the UNDP Strategic Plan – specifically outcomes 5 and 6 of Goal 1: Achieving the MDGs and reducing human poverty.

6. The present report also highlights the results of an internal reflection begun late in 2008 with a view to ensuring that UNCDF can continue to keep pace with growing LDC demand for its services. The process of reflection led to refined priorities for the period 2010-2013, including increasing operational effectiveness, responding to LDC demand for new kinds of support, and strengthening strategic partnerships.

II. Programme results

A. Local development

7. There is an increasing consensus that accelerated progress on the MDGs demands increased attention to the local level. This is particularly true in many LDCs, where the majority of people still live in rural areas, and where local services are often weak or inadequate.

8. UNCDF works to strengthen local institutions that help poor people to meet their basic needs and pursue new opportunities. It focuses on local governments, encouraging public involvement, community empowerment and democratic accountability. At the national level, it supports decentralized systems and procedures designed to fully empower local authorities. Its goal is to ensure that local governments can make capital investments — in irrigation schemes, feeder roads, clinics, water supply — that are financially sustainable and respond to the needs of the poor, in ways that can be scaled up by other development partners and national Governments. UNCDF work at the local level shows considerable promise for helping LDCs adapt to new challenges, including food security and climate change.

UNCDF local development programmes

9. UNCDF local development interventions vary according to national contexts. In countries such as the Lao People's Democratic Republic, Liberia and the Democratic Republic of the Congo, where the local government system is in a relatively early stage of development, UNCDF typically works through pilot projects in a small number of districts. The objective is to build the capacity of targeted governments to manage their resources effectively, and in a manner that responds to local needs. In doing so, UNCDF helps to make the case for local governments to play an enhanced role within the national development landscape. In such cases, UNCDF support typically focuses on establishing local participatory planning processes, leading to local development plans, budgets and investment programmes.

10. UNCDF normally accompanies support to planning processes with capital investment block grants for the use of local authorities (either directly or through national authorities). Within the context of a larger UNCDF local development programme, the capital investment block grants, which typically vary in size from $50,000 to $150,000, act as a capacity-building incentive, enabling local authorities to immediately put their capital investment plans into action. This, in turn, helps to demonstrate to the citizens of a locality that, given the means, their elected officials can respond effectively to the need for a new health station, irrigation system, refurbished school or village water supply. By providing local authorities with block grants — rather than project financing — UNCDF helps to activate the larger system of local governance, and to test the relevant legislation and procedures.

11. In countries where UNCDF pilot activities have helped to make the case for an enhanced role by local governments, or where there is otherwise a strong commitment to decentralization, UNCDF works simultaneously at the local and national levels, helping to identify and address bottlenecks and shortcomings in the overall system of local governance. UNCDF focuses in particular on fiscal decentralization and national systems of public expenditure management, working to improve local government compliance with roles and responsibilities accorded under existing legislation, while in some cases still providing block grants for local capital investments to test newly introduced systems and procedures. In many instances, UNCDF is asked to help reform or improve existing legislation, or indeed UNCDF, UNDP and other partners are asked to help the Government develop and roll out entirely new national strategies for local government. Examples of countries under this category include Nepal, the United Republic of Tanzania, and Yemen.

12. Finally, in countries such as Cambodia, Malawi, Senegal and Uganda, where the system of local government is relatively well established, UNCDF is increasingly responding to requests to help strengthen the delivery of local services. In a growing number of countries, UNCDF is

also being asked to support local government strategies for economic development, for climate change adaptation, and for the decentralized delivery of social protection.

UNCDF local development and the MDGs

13. UNCDF work in local development helps to vest decision-making power directly in the hands of the authorities best placed to make critical pro-poor investment decisions. Based on citizen input, local authorities themselves decide whether to pursue the food security aspect of MDG 1: Eradicate extreme poverty and hunger, or the water and sanitation aspect of MDG 7: Ensure environmental sustainability – or both – in a given locality. In either case, UNCDF resources, as well as the resources they catalyse, help achieve the goals given highest priority by the local communities themselves. An analysis of the use of UNCDF investment funds since 2004 shows these local communities giving clear priority to economic infrastructure and food security (MDG 1: 40 per cent). Water and sanitation come next (MDG 7: 25 per cent), followed by education (MDG 2: 15 per cent) and health (MDG 4: 4 per cent). In 2009, UNCDF worked together with UNDP in preparatory activities for a new joint Global Programme in support of MDG scaling-up efforts by local governments. Resource mobilization efforts for this new programme are currently under way.

UNCDF local development in post-crisis environment

14. In post-crisis countries, UNCDF puts a particular emphasis on introducing transparent fiscal transfer systems and on building the capacity of local governments for participatory planning and budgeting procedures. In Guinea-Bissau, for example, participatory planning processes leading to the delivery of much-needed basic socio-economic infrastructure have contributed to restoring dialogue between the population, its leaders, and local authorities. In Timor-Leste, Nepal and the Solomon Islands, UNCDF is creating an environment where local investments and institution building are helping to re-establish the relationship between the citizens and the State at the local level, and therefore contributing to the reintegration of displaced populations. Recent evaluations suggested that UNCDF work at the local level in the Lao People's Democratic Republic and Haiti has helped to build social cohesion.

UNCDF local development and food security

15. In 2009 UNCDF, in close partnership with the Belgian Fund for Food Security (formerly known as the Belgian Survival Fund), began new food security programmes in Benin and the Niger, scaling up replicable interventions from previous local development programmes. In Eritrea, substantial gains in terms of food security were observed, with 30 per cent of the entire investment portfolio dedicated to infrastructure related to food security. One of the results was an annual increase of available food supply of three months.

UNCDF local development and gender

16. The UNCDF and UNIFEM Gender Equitable Local Development programme, now operational in the United Republic of Tanzania, Mozambique, Senegal, Rwanda and Sierra Leone, is designed to ensure that capital investments by local authorities help to empower women. This implies a strong link between UNCDF local development work and MDG 3: Promote gender equality and empower women. UNCDF has received several expressions of donor interest to expand the programme beyond the current pilot phase.

17. Table 1 below summarizes UNCDF 2009 results in local development.

Table 1

2009 results in local development

UNDP strategic plan outcome 1.5: Strengthened capacities of local governments and other stakeholders to foster participatory local development and support achieving the MDGs.					
Local government capacity and accountability					
Outcome indicator 1: Number of UNDP-supported local governments with plans and budgets reflecting a sustainably pro-poor focus on public services, and/or actions for economic infrastructure investments and improving the local business enabling environment		**Plan**	**Actual**	**%**	**Assessment of performance**
Regional portfolio:	Asia and Pacific	[illegible]	[illegible]	[illegible]	Fully fulfilled
	South East Africa	[illegible]	[illegible]	[illegible]	Fully fulfilled
	West Africa	[illegible]	[illegible]	[illegible]	Fully fulfilled
Total		**[illegible]**	**[illegible]**	**[illegible]**	**Fully fulfilled**
Outcome indicator 2: Number of UNDP-supported local governments with plans and budgets implemented in a timely and efficient manner (e.g., deviation < 20%)					
Regional portfolio:	Asia and Pacific	[illegible]	[illegible]	[illegible]	Fully fulfilled
	South East Africa	[illegible]	[illegible]	[illegible]	Not applicable
	West Africa	[illegible]	[illegible]	[illegible]	Partially achieved
Total		**[illegible]**	**[illegible]**	**[illegible]**	**Fully achieved**
Outcome indicator 3: Number of UNDP-supported local governments where arrangements for greater public involvement and transparency in planning/budgeting, procurement, implementation and monitoring of improved service delivery (please consult the production of local consultative bodies has been obtained)					
Regional portfolio:	Asia and Pacific	[illegible]	[illegible]	[illegible]	Fully achieved
	South East Africa	[illegible]	[illegible]	[illegible]	Partially achieved
	West Africa	[illegible]	[illegible]	[illegible]	Fully achieved
Total		**[illegible]**	**[illegible]**	**[illegible]**	**Fully achieved**
Outcome indicator 4: Number of UNDP-supported local governments with arrangements set in place to increase communications and transparency related (e.g. plan implementation maps, etc. being reported publicly)					
Regional portfolio:	Asia and Pacific	[illegible]	[illegible]	[illegible]	Fully achieved
	South East Africa	[illegible]	[illegible]	[illegible]	Partially achieved
	West Africa	[illegible]	[illegible]	[illegible]	Partially achieved
Total		**[illegible]**	**[illegible]**	**[illegible]**	**Fully achieved**
National policy support					
Outcome indicator 1: Number of countries where [illegible] officially [illegible] pro-poor macroeconomic policy, expenditure management related procedures and other innovations for national use, and [illegible] policy, legislation, regulations, and/or monitoring and evaluation frameworks		**Plan**	**Actual**	**%**	**Assessment of performance**
Regional portfolio:	Asia and Pacific	[illegible]	[illegible]	[illegible]	Fully achieved
	South East Africa	[illegible]	[illegible]	[illegible]	Fully achieved
	West Africa	[illegible]	[illegible]	[illegible]	Fully achieved
Total		**[illegible]**	**[illegible]**	**[illegible]**	**Fully achieved**
Outcome indicator 2: Number of countries where UNDP-supported local governments have received performance-based					

grants				
Regional portfolio: Asia and Pacific*	2	1	50	Partially achieved
Total	2	1	50	Partially achieved
Explanation				
Outcome indicator 7: Number of countries where donors, collaboratively adopt UNCDF-supported local development strategies or interventions in their own programmes, or subscribe to and support a UNCDF-supported joint programme	Plan	Actual	%	Assessment of performance
Regional portfolio: Asia and Pacific	4	4	100	Fully achieved
South East Africa	4	4	100	Fully achieved
West Africa	4	3	60	Partially achieved
Total	12	11	100	Fully achieved

Performance assessment scores: Fully achieved: 75-100 per cent; Partially achieved: 50-74 per cent; Not satisfactory: <50 per cent.

* Only the Asia and Pacific region established milestones for 2004.

Enhancing local government capacity and accountability

34. Efforts to build local government capacity, when financed by UNCDF in the context of UNCDF joint programmes, were largely successful in 2004. Of targeted local governments, 87 per cent were able to develop effective plans and budgets for pro-poor capital investments (Outcome indicator 5). A high percentage of total targeted local authorities (76 per cent) demonstrated capacity to implement plans and budgets in a timely and efficient manner, as measured by the difference between planned activities and budgets and actual implementation and expenditures (Outcome indicator 2). UNCDF technical support often yields results that become tangible in the short term. A further indication of increased local government capacity is the degree to which some local governments were able to mobilize their own revenues. In Burundi, for example, targeted local authorities realized an increase of 31 per cent in local source revenues. Progress was also seen in Bangladesh, where citizen-to-government fora have been shaping an areas where local governments have demonstrated effectiveness in service delivery.

35. Results were not, however, consistent across regions. For example, in Southern and Eastern Africa, significant challenges remain for enhancing the performance of local governments in implementation targeted governments in the Asia-Pacific region, on the other hand, have shown a particularly strong performance. In Southern and Eastern Africa several country programmes experienced prolonged delays in the initiation of field activities in 2004, underscoring the downfall in urgency for 2005.

36. Significant results were achieved in the area of accountability and transparency (Outcome indicators 3 and 4), although variations in performance across regions continued to be observed. In West Africa, over 60 per cent of UNCDF-supported local governments established arrangements for greater public involvement and transparency in planning/budgeting processes, implementation and monitoring, just over 40 per cent of targeted local governments in the region, however, showed significant improvements in communications and the dissemination of information to local constituents. In the Asia-Pacific region, most targets were fully achieved or even exceeded expectations. In Bangladesh, for example, UNCDF supported the adoption of public disclosure practices in the management of capital block grants, including through the use of local media to announce actual investment allocations.

National policy impact

37. Results were strong across regions in the area of formal adoption/mainstreaming of Public Expenditure Management procedures and other innovations (Outcome indicator 7), as

well as on reforms that did not directly engage on fiscal policies. A 2009 example of the UNCDF contribution to policy reform in Timor-Leste (one of the seven countries in the Asia Pacific region for which policy support was provided during the reporting period). UNCDF supported the drafting of the Law on Administrative and Territorial Divisions, which was eventually approved by the National Assembly in June 2009. In the Democratic Republic of the Congo, UNCDF helped to develop a National Decentralization Framework that laid out the essential policy foundations for a functioning system of local governance throughout the country. In the area of fiscal policy, support in Bangladesh showed tangible results towards the institutionalization of performance-based grants to local governments. Outcome indicator 4.1 for 2010 UNCDF will continue paying particular attention to factors that may constrain the pace of such reforms in relevant programme countries.

Replication and scaling-up

23. In all that it does, UNCDF seeks to "pave the way" for others. UNCDF consistently strives to pilot interventions, systems and procedures that can be taken to scale by larger development partners, and replicated at the national level by Governments. In 2009 expected results for replication and scaling-up (Outcome indicator 5) were largely achieved, with significant support from key partners in a number of programmes across regions. In Ethiopia, for instance, the World Bank supported the scaling-up of local service mechanisms piloted by UNCDF in the provision of facilities, and has committed $200 million to the efforts of the central Government to replicate nationwide public expenditure management systems and procedures that were developed with UNCDF support. Moreover, the UNCDF local development programme in Ethiopia has helped pave the way for a new United Nations Joint Programme in partnership with UNDP, UNFPA, WFP and UNEP. The programme will promote local development for the achievement of MDGs in the country's emerging regions, opening up significant new opportunities for scale-up and replication in 2010. UNCDF has successfully developed a partnership with the African Development Bank for scaling up proven interventions. In a new joint programme on capacity-building with the Malian Government, UNDP and the DGIS Netherlands Development Organization, among other partners, will also seek to leverage UNCDF acquired experience to promote MDG achievement in the 166 municipalities most vulnerable to food insecurity.

Local development evaluations in 2009

24. Evaluations in 2009 showed good results for local government capacity-building in the Niger and Mauritania, for instance, evaluators concluded that local authorities had gained solid understanding of procedures for undertaking public investment, largely because they had implemented UNCDF-supported block grants channelled through national treasury systems. In the area of accountability and transparency, results were also positive in Guinea, preliminary evaluation findings indicated that UNCDF support was significant in promoting the active engagement of local communities in local planning and implementation, which not only ensured a greater degree of sustainability of local government investments, but greater cost-effectiveness in project implementation.

25. In the policy impact and replication, findings were more mixed. In the Niger and Mauritania, evaluators concluded that local development programmes were effectively acting as catalysts for the replication of decentralization initiatives nationwide. In Guinea, on the other hand, evaluators highlighted the challenges of ensuring policy impact given prevailing trends in national governance, and in the case of implementation of existing policy legislation/instruments, on decentralization.

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[1] UNCDF Results-at-a-Glance and Management Response, Evaluation of Multisectoral Approaches, Government of Sweden, 2009.

B. Microfinance

21. Microfinance empowers poor people and small businesses to pursue economic opportunities, and offers them protection against life's inevitable setbacks. In the way it directly contributes to reducing poverty (MDG 1), it also helps to promote gender equality and empower women (MDG 3), as the majority of clients of microfinance institutions are often women. Yet in the LDC s 90 per cent of people lack access to formal financial services.

22. UNCDF works to help more households and small businesses in the LDC s gain access to microcredit, savings, insurance and remittances. It pursues an "inclusive finance" approach, designed to ensure that a range of financial products are available to all segments of society, at reasonable cost and on a sustainable basis. UNCDF was an early supporter of some of today's most successful developing country-based microfinance institutions. Its ability to provide risk capital directly to the private sector in the form of grants and loans unique in the United Nations system helps bring microfinance to underserved markets and spur new innovations (e.g., mobile phone banking). UNCDF continues to be ranked in the top tier in the "Smartfish Index" of overall effectiveness in microfinance.

UNCDF microfinance programmes

23. Within a given country, UNCDF begins with a sector assessment of opportunities and constraints at the macro (policy), meso (support infrastructure) and retail (financial service providers) levels, combined with a gap analysis of areas not supported by other development partners. This leads to a tailored programme of support designed to seize opportunities, remove constraints and fill gaps to build an inclusive financial sector. In all the LDC s where it has a microfinance country programme currently [illegible], UNCDF provides support through joint programmes with UNDP.

Table 2

UNDP results in microfinance

UNDP strategic plan outcome 1.4: Policies, strategies and partnerships established to promote public-private sector collaboration and private sector and market development that benefits the poor and ensures that low-income households and small enterprises have access to a broad range of financial and legal services				
Thematic 1 – conducive policy environment in support of building an inclusive financial sector				
	Plan	**Actual**	**%**	**Assessment of performance**
Outcome indicator 1: Increased capacity of government to support conducive policy environment for an inclusive financial sector	21	14	67%	Fully achieved
Outcome indicator 2: Increased capacity of regulatory and supervisory authorities to develop conducive legal framework for an inclusive financial sector	14	7	50%	Fully achieved
Outcome indicator 3: Nationally owned governance and donor coordination in support of building inclusive financial sectors	14	14	100%	Fully achieved
Thematic 2 – supporting delivery infrastructure for delivery of financial services to low-income households				
Outcome indicator 4: Local financial service provider networks in place	28	19	68%	Fully achieved
Outcome indicator 5: Increased visibility, microfinance information exchange market of UNCDF-supported financial institutions	28	7	25%	Partly achieved

[illegible]

Outcome indicator 6: Increased transparency (audit) of UNCDF-supported financial institutions	65	60	92%	Fully achieved
Retail level: financial service providers extend outreach to poor clients				
Outcome indicator 7: Increased sustainability of UNCDF-supported financial intermediaries serving low-income households	65	44	68%	Partly achieved
Outcome indicator 8: Increased efficiency of UNCDF-supported financial intermediaries serving low-income households	65	29	45%	Below expectations
Outcome indicator 9: Number of active clients	2,449,791	2,950,565	104%	Fully achieved
Outcome indicator 10: Percentage of women	50%	53%	106%	Fully achieved

28. In 2009, UNCDF pursued an inclusive finance sector development approach in 22 LDCs, within reach of its objective of 25 countries by 2010. Three new programmes were formally approved in 2009, and three second-phase programmes were also approved. Additional formulations in 2009 resulted in three new programmes scheduled for approval in early 2010. The number of LDCs supported in their national efforts to build an inclusive financial sector includes 13 in sub-Saharan Africa, 9 in Asia (5 LDCs covered by a joint UNDP/ UNCDF regional programme for Pacific Islands), and 1 in the Arab States. None of the LDCs currently supported are post-conflict countries. The number of financial service providers supported almost doubled, from 37 to 65, in 2009 as programmes became fully operational and approved local investments.

29. Almost all countries have with support from UNCDF increased the capacity of Governments to support a conducive policy environment for inclusive finance (Outcome indicators 1-3). In addition, 93 per cent (15 of 16) of regulatory and supervisory authorities have increased capacity to develop a conducive legal and regulatory framework. Through UNCDF, the Swedish International Development Cooperation Agency and the Consultative Group to Assist the Poor joint support to the Banque Centrale des Etats de l'Afrique de l'Ouest "Projet de Finance Decentralisée", UNCDF has had an impact on the regulatory framework in eight West African countries. In addition, in 95 per cent of the countries, Governments and development partners are implementing nationally owned strategies or action plans to develop an inclusive financial sector. In line with the Paris Declaration on Aid Effectiveness, UNCDF works to support national ownership and engage all the development partners in the design process. This strong achievement at the macro-level underlines the impact of UNCDF work at the policy level in all countries where it has promoted the inclusive financial sector approach.

30. Performance remained strong in terms of the local financial sector supporting infrastructure (Outcome indicators 4-6). All the countries assisted have a supporting industry infrastructure primarily in the form of national associations and networks of financial service providers. In addition, 91 per cent of the financial service providers supported by UNCDF belong to a national association or network. These two results also clearly show the recognition by financial service providers of the importance of collaboration for purposes of advocacy, standard setting and knowledge management. In 11 LDCs, UNCDF provided direct support to strengthen the institutional capacities of the national associations, either in the form of grants or by ensuring their inclusion in training activities and the elaboration of national strategies.

31. In 2009, 57 per cent of UNCDF-supported financial service providers were reporting to the MIX Market (www.themix.org), the microfinance industry standard database for capturing the performance of financial service providers. Although the number of providers reporting to the MIX nearly doubled, increasing from 20 in 2008 to 37 in 2009, the percentage stayed almost the same as many new, young financial service providers were added to the UNCDF portfolio. Some of the weaker financial service providers have difficulty posting their data

and will require initial UNCDF support to do so. Ninety-two per cent (down from 100 per cent in 2008) of financial service providers had industry standard audits. Follow-up will be made with financial service providers who have not complied to regain the 100 per cent target.

32. Results on sustainability of financial service providers (Outcome indicator 7) decreased from 76 per cent in 2007, to 73 per cent in 2008, to 68 per cent in 2009. However, the number of financial service providers achieving profitability doubled from 7 in 2008 to 15 in 2009, confirming that UNCDF is both taking a risk by investing in younger, unproven institutions and helping them achieve sustainability.[1] The number of financial service providers supported by UNCDF that are meeting the international standard of strong portfolio quality (portfolio at risk at 30 days of less than 5 per cent) increased from 17 to 29, although the percentage (45 per cent) stayed the same with the addition of many young financial service providers to the portfolio. In addition, the effect on local economies of the global financial crisis has affected both the profitability and portfolio quality of many financial service providers globally. Stronger portfolio monitoring and building repayment capacity will continue to be a key focus of UNCDF technical support in 2010.

33. In terms of outreach, i.e., the number of people with improved access to financial services (Outcome indicators 7-8), the performance fully met expectations. In 2009, 2,550,565 active clients were being served by 65 financial service providers supported through UNCDF and UNDP joint programmes to build inclusive financial sectors. This result achieved slightly more than the target of 2,448,781 clients. Of these clients, 53 percent were women, slightly exceeding the global target that at least 50 per cent of clients should be women. Given that households on average comprise five persons, this represents an impact on the lives of 12,752,825 persons.

34. Outreach has shown steady annual increases:

Year	2004	2005	2006	2007	2008	2009
Number of active clients	179,019	438,272	616,035	1,171,306	1,768,931	2,550,565

35. The 2009 target for outreach was met because several programmes exceeded their targets for the year. These included the programmes in the Africa region (Building Inclusive Financial Sectors in Africa), the Pacific sub-region, and the new global MicroLead programme, which is supporting entry of microfinance market leaders in the LDCs where access to financial services is most limited. UNCDF expects the upward trend in outreach to continue in 2010.

UNCDF microfinance in post-crisis environments

36. UNCDF microfinance programmes are currently active in nine post-crisis/conflict environments. UNCDF is normally first on the ground in such environments, as experience has demonstrated activities can start as soon as basic security is established. An evaluation of the first UNCDF sector programme in a post-conflict setting, Sierra Leone, noted "impressive" results, particularly considering the difficulty of reaching rural areas of the country. The continued need for capacity-building was also highlighted, given the prolonged nature of the conflict and its disruption of the country's education system and human capacities.

[1] Five to seven years is considered a reasonable span of time for a financial service provider to achieve financial sustainability (profitability).

Microfinance evaluations in 2009

37. UNCDF Building Inclusive Financial Sectors in Africa regional programme was evaluated in 2009, including three country evaluations (Liberia, Madagascar, and Togo). The evaluation confirmed that UNCDF is viewed by host countries as an 'honest broker' in microfinance, as well as UNCDF value as "a first-mover" in LDCs, including in many post-crisis environments. Key strengths include the UNCDF record of investing in emerging financial service providers through a transparent, thorough process, with no sign of politicization. UNCDF use of performance-based funding contracts with financial service providers was also deemed effective. Key recommendations included strengthening links to partners with proven expertise at the policy and meso-levels, and strengthening the local investment committee processes, including the ability of investment committees to support the development of new products and services.

UNCDF microfinance thematic initiatives

38. In addition to its sector-based programmes and the new MicroLead global programme, UNCDF actively participated to two thematic initiatives, in the areas of remittances and micro-insurance, respectively. Specifically, UNCDF supported the expanding activities of the multi-donor Funding Facility for Remittances, backed by a range of institutions, including UNCDF,[4] and managed by the International Fund for Agricultural Development. In 2009, the Facility launched a third call for proposals, which led to the approval of 20 new grants (including 6 in Latin America funded with Inter-American Development Bank resources), many of them based on partnerships between microfinance institutions and mobile network operators with a view to using technology-based solutions to increase outreach in rural areas and link remittances to saving accounts. On micro-insurance, UNCDF in cooperation with ILO developed a pilot operation in a second country, Zambia (following the initial pilot in Ethiopia), which led to the adoption of a national action-plan framework for the promotion of micro-insurance services in that country.

UNCDF microfinance and climate change

39. UNCDF also engaged in an active dialogue with the Energy and Environment Group at UNDP, as well as with external stakeholders, on the theme of climate change and microfinance, in order to lay the ground for the development of a full-fledged strategy and a new global UNCDF product in that area for 2010.

UNCDF microfinance and UNDP

40. Lastly, it is useful to mention the results related to the UNCDF role as the policy and technical adviser to UNDP, including in non–LDCs, to ensure consistent application of best microfinance practices. In 2009, UNCDF supported UNDP inclusive finance activities in 14 countries where UNCDF did not have its own programmes, including13non–LDCs.

III. Management results

41. In 2009 UNCDF continued a series of measures to strengthen its internal structures and systems in order to better respond to the increasing demand for its services. The operational strengthening process called "UNCDF Project 2010" was initiated in 2008 and will unfold until the end of 2010. It is based on an operational scan conducted by an external consultant in 2008, an audit carried out at the request of UNCDF management by the UNDP Office of Audit and Investigations in 2009, and a series of internal workshops. The audit produced 23 recommendations. Management committed to implementing all the recommendations and is on track to do so within the established deadlines.

[4] European Commission, Luxembourg, Spain, CGAP, IADB.

42. As part of the overall strengthening exercise, UNCDF has streamlined its organizational structure, with rationalized functions and reporting lines at the regional level. Heads for the three Regional Offices (Bangkok, Dakar and Johannesburg) have been designated and various authorities delegated in line with the internal control framework of the organization. Performance management has been strengthened through the establishment of a Corporate Management Plan, and related accountability tools. Systems are being put in place to monitor and follow-up more effectively on the recommendations of project audits and evaluations.

43. Operational integration with UNDP has been prioritized, with a view to avoiding redundancies and maximizing efficiency. Formal UNCDF policies and procedures have been refocused exclusively on those aspects of UNCDF operations that differ significantly from those of UNDP (e.g., procedures around block grants and loans); for all other aspects, the procedures outlined in the UNDP Programme and operations policies and procedures will now apply to UNCDF.

44. The table below summarizes UNCDF management results for 2009.

Table 3

2009 management results

Perspective	Strategic objective	Indicator	2008 result	2009 target	2009 result
Client satisfaction	Expand geographically to more LDCs, including post-conflict LDCs	LDCs with UNCDF programmes	38 LDCs	40 LDCs	40 LDCs
	Improve strategic partnership with UNDP and the rest of the United Nations system	UNDP country office satisfaction with timeliness and relevance of UNCDF services in its respective practice lines	-	70%	60.6%*
Internal efficiency	Harmonize UNCDF and UNDP procedures to avoid overlaps and redundancies	UNCDF operations and procedures harmonized with those of UNDP	-	UNCDF Operations Manual fully harmonized with UNDP operations policies and procedures	Achieved
	Strengthen United Nations coordination	Integration of UNCDF in United Nations country-level programming framework	31 LDCs	32 LDCs	32 LDCs
	Improve efficiency of delivery	Administrative-to-total-expenditure ratio	15.5 %**	15%	15.5 %
Internal efficiency	Strengthen 'people management'	Staff perception*	75 %	75%	68.8 %***
	Implementation of the audit recommendations of the Office of Audit and Investigation		n/a	13	13

Financial resources	Achieve resource mobilization targets	Regular resources mobilized	$23.5 million	$ 25 million	$19.7 million****
		Other resources mobilized	$26.6 million	$20 million	$ 16.8 million
	Ensure delivery against plan	Delivery against approved annual spending limits	70 %	80 %	78%

* From the Headquarters Products and Services Survey. The UNDP/UNCDF/UNIFEM/UNV corporate average was 60%.

** Ratio of support cost over total delivery re-calculated for 2008 according to the UNDP methodology.

***From Global Staff Survey. The UNDP/UNCDF/UNIFEM/UNV average was 66%.

**** Includes $1 million from UNDP programme funds; 2008 figure of $23.5 million includes $6 million from UNDP programme funds.

45. Some of the 2009 results captured above are process indicators, relating to the Project 2010 exercise (e.g., implementation of Office of Audit and Investigation audit recommendations; harmonization of procedures with UNDP). Others, such as delivery against approved annual spending limits, which stands at 78 per cent, already show signs that UNCDF internal efficiency is improving. Staff perception, while above the UNDP corporate average, is an indicator that will continue to be monitored closely to ensure that efficiency gains do not occur at the expense of staff morale.

Growth of UNCDF

46. Table 4 below highlights UNCDF growth during the recent period. While both practice areas are expected to continue growing in response to continued strong demand from within existing programme countries, UNCDF will not begin operating in new programme countries until it reaches the target of $25 million in core/un-earmarked funding per year.

Table 4

Growth in UNCDF activities, 2005 – 2009

	2005	2006	2007	2008	2009		
					Plan	Actual	%
Number of programme countries	26	28	31	37	45	40	87
Growth of local development activities							
Number of country programmes	23	23	29	34	37	33	89
Number of local governments	493	437	518	649	850	810	95
Growth of microfinance activities							
Number of programme countries	15	18	20	20	25	22	88
Number of financial service providers	19	28	29	37	45	65	144
Number of active clients (m)	0.4	0.6	1.6	1.7	2.4*	2.5	128

*Target adjusted upward from 2.0 million based on approval of new programming.

IV. Financial analysis

47. Total contributions to UNCDF amounted to $36.5 million in 2009, consisting of $19.7 million in regular resources, including a $1 million programme contribution from UNDP, and $16.8 million in other resources. The volume of regular resources grew by $1 million in 2009. Austria and Luxembourg increased their contributions and multi-year commitments were secured from three large contributors – Belgium, Norway and Spain. Sweden decreased its contribution in 2009 but remained the largest contributor to UNCDF regular resources.

48. Other resources decreased from $26.6 million in 2008 to $16.5 million in 2009. This was anticipated, as a particularly large contribution received from the Bill and Melinda Gates Foundation late in -2008 was intended for both 2008 and 2009. Had this contribution been allocated in equal instalments, other resources would have seen an increase of $2 million in 2009. Overall, the outlook for other resources remains positive in 2010 and beyond.

49. UNCDF continues to be overly dependent on too few donors to regular resources (UNCDF six largest donors contribute 95 per cent of regular resources). Continuing to diversify and expand the Regular Resource base remains a top priority for the organization. The sources of other resources, on the other hand, are becoming increasingly diverse. In addition to bilateral and multilateral cooperation, UNCDF enjoys support from development banks, foundations, the private sector, NGOs, One UN Funds, and the MDG Achievement Fund. In total, UNCDF received support from 27 donors in 2009.

50. Total expenditures in 2009 were $49.1 million. Programme expenditures increased by 12.2 per cent to $41.5 million from $37.0 million in 2008. The bulk of the increase (35 per cent) was in other resources expenditures. UNCDF support costs increased by 26 per cent to $7.6 million, owing to reimbursement of outstanding Service Level Agreements to UNDP, and to additional staff costs.

Fund balances at the end of 2009 were approximately $53 million. UNCDF also has operational reserves of approximately $26 million.

Table 5

Expenditure trends 2003-2009

(*in millions of US dollars*)

Expenditures	2003	2004	2005	2006	2007	2008	2009
Programme expenditures	21.1	22.9	19.2	25.2	28.7	37.0	41.5
- of which regular resources	16.3	14.9	11.6	16.8	19.0	22.6*	22.2*
- of which other resources	4.8	8.0	7.6	8.4	9.7	14.4	19.3
UNCDF support	6.2	5.3	6.7	4.6	5.4	6.8	7.6
Total	**27.3**	**28.2**	**25.9**	**29.8**	**34.1**	**43.8**	**49.1**

Source: Financial statements for UNCDF as of 31 December 2009 before closing of accounts.

*Expenditures in 2008 and 2009 include respectively $6 million and $1 million expended against UNDP programme contributions to UNCDF. Both years include approximately $4.7 million expended against UNDP biennial support budget.

51. In addition to regular expenditures, UNCDF disbursed five loans to financial services providers in the Democratic Republic of the Congo, Senegal and Timor-Leste, ranging between $21,000 and $230,000 for a total amount of $658,063.

52. The bulk of UNCDF programme resources continue to go to Africa (see table 6 below). In 2009, 55 per cent of country programme expenditures went to Africa, followed by Asia and the Pacific at 35 per cent. Africa also accounted for the majority of expenditure within UNCDF global initiatives, which in 2009 accounted for a 17.8 per cent share of programme expenditures, up from 9.4 per cent in 2008. This growth in global initiatives was largely a result of the MicroLead programme becoming fully operational in six LDCs, five of which are post-conflict countries. The global programme figure also includes the Gender Equitable Local Development Joint Programme with UNIFEM, joint programmes on micro-insurance

(with ILO) and remittances (with IFAD), and preparations for the Global Forum on Local Development that UNCDF will co-convene with UNDP in Kampala in October 2010.

Table 6

2009 programme expenditures per region and practice area

(in millions of US dollars)

Regions/Themes	Local development	Microfinance	Total
Africa	9.8	5.5	15.3
Asia and Pacific	8.7	1.0	9.7
Arab States	0.4	-	0.4
Latin America	2.7	-	2.7
Global programmes	0.6	6.8	7.4
Regional programmes	3.2	1.8	5.0
Research and development	0.2	0.3	0.5
Knowledge Management	-	0.5	0.5
Total	**25.6**	**15.9**	**41.5**

Source: Financial statements for UNCDF as of 31 December 2009 before final closing of accounts.

V. Strategic directions 2010-2013

53. UNCDF key future challenge is being able to respond effectively to growing LDC demand for its services in local development and microfinance. This challenge implies three central priorities for the period 2010 -2013.

54. *Strengthening UNCDF operations*: Tables 4 and 5 above detail recent UNCDF growth. The level of UNCDF activities has nearly doubled over the past five years. In the last two years alone the number of financial service providers supported by UNCDF has more than doubled. Keeping pace with this demand means that UNCDF must place high priority on maintaining strong and effective operational systems. Project 2010 has already produced an overall framework for strengthening UNCDF operations, including its resource base. Implementing this framework will be a high priority for 2010-2013.

55. *Responding to LDC demand for new types of interventions*: UNCDF is increasingly being asked by programme countries for support in responding to climate change and food security, as well as for new approaches to local development (e.g., increased focus on economic development) and microfinance (e.g., new types of financial services such as micro-insurance; remittances linked directly to savings accounts, and others). Developing new products and approaches relevant to emerging LDC needs will be a second key priority in the coming period.

56. *Strengthening UNCDF partnerships*: As an organization that "paves the way" for others, UNCDF has an impact when its work is scaled up or replicated by larger partners, national Governments or the private sector. UNCDF goes into challenging environments (e.g., rural areas of LDCs; early microfinance interventions in post-conflict countries) in ways that make it easier for others to come in alongside or afterward. Strengthening its key partnerships -- within the United Nations system, with the World Bank and regional development banks, with foundations, with private sources of capital -- is the third major UNCDF priority for the 2010-2013 period.

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United Nations Volunteers

Report of the Administrator

Summary

The present report provides an overview of results achieved by the United Nations Volunteers (UNV) programme during the 2008-2009 biennium, in support of programme countries and United Nations organizations in their efforts towards peace and development, including achievement of the Millennium Development Goals. The structure of this report follows the UNV business model, as approved by the Executive Board in 2006.

A statistical annex on volunteers, financial overview, and UNV results framework are posted on the Executive Board website.

Elements of a decision

The Executive Board may wish to: (a) express appreciation for the contribution of the high number of volunteers to the peace and development achievements of programme countries and United Nations organizations; (b) express appreciation for the strong growth in number of online volunteers with the UNV Online Volunteering service; (c) commend UNV for results achieved in volunteering for the environment and climate change, and encourage further strengthening of the work in this area; (d) commend UNV for results in programmatic gender mainstreaming, and encourage UNV partners to increase gender balance in UNV assignments; (e) welcome the engagement of UNV towards building national volunteer capacity in programme countries; (f) call on development partners and all member countries to increase funding to the Special Voluntary Fund to continue research and pilot innovations that demonstrate the impact of volunteerism in peace and development outcomes, including the Millennium Development Goals, and to increase other funding modalities; (g) encourage governments, UNDP, and United Nations organizations to build national volunteering capacity, integrate volunteerism into programming, increasingly engage UNV volunteers for the achievement of Millennium Development Goals, and report upon these efforts; (h) call upon UNDP to continue to provide to UNV all necessary programmatic, administrative and legal support to deliver on its mandate; (i) encourage UNV to innovate and diversify volunteer modalities, and in particular strengthen opportunities for youth volunteering recalling General Assembly resolution 52/17; (j) encourage member countries to recognize national and international UNV volunteers as an integral part of United Nations assistance, and provide them with the facilitation and protection necessary to perform their functions effectively; (k) encourage UNV to continue to be the focal point to mark the 10th anniversary of the International Year of Volunteers (IYV+10) in 2011, as requested in General Assembly resolution 63/153 and request UNV to establish a facility to receive contributions to commemorate IYV+10 in 2011; (l) call upon governments, United Nations organizations, volunteer-involving organizations, civil society, private sector, and communities to recognize the achievements of volunteers in peace and development by actively engaging in marking IYV+10 in 2011, and request UNV to make a special presentation to the Board at its first regular session 2011 on planning for IYV+10 in 2011 and on the 40th anniversary of UNV.

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I. Introduction

1. This report outlines the results achieved by the United Nations Volunteers (UNV) programme during [redacted] and follows the [redacted] report structure. Special attention is given to reporting results and sustainability on UNV activities following Executive Board decision [redacted].

2. The work of UNV is informed by General Assembly decisions, as per the deliberations of its Third Committee on the follow up to the International Year of Volunteers (IYV), the Commission for Social Development, and the triennial comprehensive policy review of operational activities for development of the United Nations system.

3. The programme results chapter illustrates achievements in three areas of the UNV business model: advocacy, integration and mobilization. In [redacted], deliberations of the related results framework were initiated. The three organizational result areas are now: (a) global recognition of volunteerism for peace and development; (b) integration of volunteerism into peace and development programmes; and (c) mobilization of increasing numbers and diversity of volunteers contributing to peace and development. The key results were also redefined (brought into alignment as appropriate) and complete for chapter sub-headings.

4. A fourth organizational result area was added to capture organizational support functions: strategic guidance, organizational oversight and accountability. This result is described in the management results chapter.

5. UNV was impacted by the global context. The financial crisis led to a decrease in total funding (all sources), from $[redacted] million in [redacted] to $[redacted] million for [redacted], out of which the Special Voluntary Fund (SVF) decreased from $[redacted] million to $[redacted] million. Donor contributions continued to be critical to developing volunteerism programming and mobilizing volunteers. Despite the financial crisis, several donors increased their contributions, including to the UNV full-funding scheme. UNV responded to outreach to non-traditional donors, including middle income countries.

6. Nevertheless, as a result of volunteer mobilization for United Nations organizations, the total financial size of UNV increased to $[redacted] million in [redacted], compared to $[redacted] million in the previous biennium. Climate change challenges opened up new programming areas. The community-based adaptation. The food and financial crises highlighted large gaps in achieving the Millennium Development Goals and the essential role of volunteerism in providing participatory, sustainable, capacity-enhancing contributions solutions. Sufficient funding will be needed to help close these gaps.

7. The concluding chapter of the report outlines challenges and opportunities. The three annexes of the report – a statistical overview on UNV volunteers, a financial overview and the results framework – are available on the Executive Board website.

II. Programme results

8. UNV continued to incorporate and integrate its business model and results framework in all its tools, processes, and mechanisms such as the annual volunteer ratings – or UVR, corporate planning, and reporting systems.

9. In [redacted] there were [redacted] UNV volunteers contributed to the strategic objectives of UNDP, the Office of the United Nations High Commissioner for Refugees (UNHCR), 11 other United Nations organizations, 19 peacekeeping and

[redacted] participation in human development. The study highlighted the complementary roles of volunteering and social activism to engage and empower individuals in development, conflict resolution, and social inclusion processes. In the European perspective, research conference on volunteering and activism in 2009, UNV linked research on volunteering, participation, and civic engagement with development practice.

34. UNV continued to mainstream gender in volunteerism. In a study on gender and volunteerism, UNV highlighted the critical role of volunteerism in transforming gender roles, opportunities and outcomes. Gender experts validated the findings of the study in a UNV organized workshop. The results were presented at the 2009 conference of the International Volunteer Cooperation Organizations – known as IAVE – on volunteerism as catalysts for social engagement.

37. UNV shared best practices in promoting volunteerism for development in Southern Europe and the Commonwealth of Independent States, drawing on local discussions and exercises with practitioners to identify strategies for increasing the impact of volunteerism.

Key result 1.2: Partnerships to promote volunteerism for development built and strengthened with and among UNV key stakeholders

38. UNV continued to strengthen partnerships with United Nations organizations, civil society organizations, academic institutions, foundations, and the private sector by engaging in joint programming and advocacy for volunteerism and development. UNV also strengthened partnerships at local and community levels to stimulate participatory development.

39. UNV advocated for volunteerism through UNV country office visits in 102 countries, and with support from 130 UNDP country offices. During the biennium, 7,700 UNV volunteers worked annually, in conjunction with UNDP, to support national efforts in the five focus areas of the strategic plan, promote South-South cooperation, gender equity, and national capacity development towards achievement of Millennium Development Goals.

[redacted] For the past 10 years, UNV has partnered with the United Nations Department of Peacekeeping Operations, the Department of Political Affairs, and the Department of Field Support. In 2009, an agreement was reached between UNV and the Department of Field Support for a joint evaluation to occur in 2010, in line with General Assembly resolution 63/134. UNV fielded over 1,000 UNV volunteers with UNDP in 2009 and increased collaboration with the United Nations Development Fund for Women (UNIFEM), including through joint projects in several countries. It also established a partnership with the universal efforts against child hunger and malnutrition initiative, founded by the World Food Programme (WFP), the World Health Organization (WHO), the United Nations Children's Fund (UNICEF), and the Food and Agriculture Organization of the United Nations. UNV conducted two studies in Mauritania on establishing a national volunteer scheme to help the initiative.

[redacted] The UNV partnership with Johns Hopkins University continued to support measuring the value of volunteerism through national satellite accounts. UNV and Johns Hopkins University also partnered with the International Labour Organization (ILO) to develop a manual for the inclusion of volunteering in labour statistics, as recommended by the 18th ILO International Conference of Labour Statistics.

[redacted] In response to General Assembly resolution 63/153, the Commission for Social Development integrated volunteerism for development into its 2009-2010 biennial priority theme of social inclusion. The United Nations Department of Economic and

Social Affairs facilitated outreach by UNV to the Commission for Social Development.

23. In partnership with Hiroshima University, UNV implemented the pilot programme on human resource development for Asia in peacebuilding. It deployed about 10 participants annually as UNV volunteers for short-term, peacebuilding assignments in Asia and Africa, developing capacity and creating a cadre of peacebuilding professionals in Asia.

24. UNV continued to build a positive environment for volunteerism at country level in collaboration with national institutions, United Nations organizations, universities and civil society. In Jordan, a national steering committee was established with UNV support, consisting of 25 members from government agencies, United Nations organizations, non-governmental organizations (NGOs), the private sector, media, and volunteer-involving organizations, resulting in a number of well attended events, forums, and workshops.

25. UNV reached out to governments, civil society, and development and private sector partners on International Volunteer Day (IVD) (5 December), advocating for volunteerism for peace and development at national and international levels, including partnering with national IVD committees and local volunteer-involving organizations. In 2009, through the 'volunteering for our planet' campaign, UNV called upon environmental volunteers to register the hours they volunteered on environmental action and to address climate change. The campaign webpage, found on the 'seal the deal' website of the United Nations Environment Programme, recorded over 1.5 million hours volunteered in 166 countries between world environment day on 5 June, and IVD. Seventy countries reported IVD celebrations, with 50 featuring environmental action. Global outreach was also pursued during the United Nations climate change conference in Copenhagen.

Key result 1.3. Awareness on volunteerism and its contribution to development raised among UNV key stakeholders

26. To raise awareness of the contribution of volunteerism to advancing human development and progress towards achieving the Millennium Development Goals, UNV engages in national and international events and development forums, online collaboration and networking, and outreach to former UNV volunteers as potential advocates.

27. UNV advocated for: youth volunteerism to partners at the 2008 seminar on volunteering for 'peacebuilding and conflict resolution in Europe'; together with UNDP, organized a workshop in the Ukraine on advancing youth inclusion, civic engagement and volunteerism to achieve the Millennium Development Goals; exchanged best practices on national youth services at the 8th global conference of the International Association for National Youth Services; and contributed to the debate on development interventions in fragile institutional contexts at the Voice and Accountability Global Meeting in Colombia.

28. General Assembly resolution 63/153 invited governments, media, civil society, the private sector, development partners and the United Nations to mark the 10th anniversary of the International Year of Volunteers in 2011 at global, regional and national levels. In October 2009, UNV convened a consultative meeting to discuss preparations for IYV+10. IYV with stakeholders from international and regional volunteer-involving organizations, civil society organizations, Governments, and several United Nations organizations. Partner United Nations organizations pledged support to activities around the IYV+10 celebrations. The workshop confirmed the role of the UNV-managed 'world volunteer web' website as the main platform for information sharing and networking to promote IYV+10.

29. A global plan of action for IYV+10 IYV – a major outcome of the consultative meeting – prioritizes support to national plans and activities. Synergies are sought with the European Year of Volunteering in 2011, building on ongoing cooperation between UNV and the European Commission on youth volunteering. In Namibia, a volunteerism for development coordinating committee is spearheading national volunteerism policy development, and plans to commemorate IYV+10. The International Federation of the Red Cross and Red Crescent Societies established a senior management steering committee to oversee its involvement in the 10th anniversary at the global level, and facilitate the involvement of national Red Cross and Red Crescent societies in national campaigns.

30. UNV is developing an outreach strategy to engage the 40,000 former UNV volunteers worldwide. Online social networking tools were successfully tested among former UNV volunteers during the 'volunteering for our planet' campaign, reaching 2,000 former volunteers.

Key result 1.4. Support provided by UNV to increase capacity at national and international levels to formally recognize volunteerism and its contribution to development

31. UNV advised programme countries in the development of policies and regulatory frameworks conducive to volunteerism, fostering national dialogue and legislative processes, and sharing technical expertise for drafting new (or revising existing) legislation. As a result of advocacy efforts, major publications recognized the potential and impact of volunteerism, including United Nations reports, strategies and national Human Development Reports (NHDRs).

32. UNV contributed to NHDRs, including in Brazil, Egypt, Honduras, Jordan, and Nicaragua. The Bosnia and Herzegovina NHDR analysed social inclusion, human development, and also included a section on volunteering that recommended Government develop a legislative framework, and improve existing laws and policies, to create an enabling environment for volunteerism.

33. UNV also facilitated substantive analysis of volunteerism issues through policy development, feasibility studies, research, and surveys in such countries as Bangladesh, Cambodia, Ethiopia, Kenya, and Samoa.

B. Integration of volunteerism into peace and development programmes

34. During 2008-2009, UNV promoted the systematic integration and mainstreaming of volunteerism in development plans, programmes, and policies of partners, including replication of successful and innovative initiatives. UNV collaborated with partners to develop tools, policies and knowledge necessary to create a legal environment for volunteerism, development of national and regional volunteer programmes, and integration of volunteerism in development policies, strategies and programming.

Key result 2.1. Tools, policies and knowledge generated by UNV to enable development partners to integrate volunteerism into development policies, strategies and programmes, including sectoral/focus area policies and strategies

35. UNV provided policy advice on the development of national volunteerism policies and on legal frameworks in eight countries. In Ecuador, a UNV-supported volunteer round table developed and presented a policy proposal to the Government, resulting in the integration of volunteerism in the national constitution.

36. UNV worked to integrate volunteerism in United Nations Development Assistance Frameworks (UNDAFs) and common country assessments (CCAs), and produced a guidance note on volunteerism that was annexed to the amended guidelines for CCA/UNDAF (2008). Volunteerism for development and/or collaboration with UNV were integrated into 57 UNDAFs by December 2009 (compared to 41 in December 2007), and into 32 UNDP country programme action plans in 2009.

37. UNV is committed to the United Nations reform agenda. It participated in the eight 'delivering as one' pilot countries by deploying volunteers to integrate volunteerism in 'delivering as one' programmes, and augment the capacity of resident coordinator offices in coordination, communication, monitoring and evaluation, and information and communication technologies. In Viet Nam, UNV volunteers engaged as programme coordination specialists and partnered with national youth associations to raise awareness of the contributions of 'delivering as one' activities to address development challenges. As a result, the recognition of the relevance of volunteerism for development became an output in the common action plan 2006-2010. In Rwanda, volunteerism was integrated into the 'delivering as one' plan to promote the development needs and rights of Rwandan adolescents and youth. In Uruguay, UNV supported decentralization processes and promotion of citizen participation as part of state reform, facilitating interaction between local government and civil society to enhance youth participation in decision-making processes of national and local parliaments through volunteerism.

38. The Government of Benin is working with UNV and other and United Nations partners to create a legal environment for volunteerism and a national volunteer programme. This project promotes the decentralized management of the environment through volunteerism, sensitizing local communities to the importance of environmental conservation and protection.

39. In Sri Lanka, the volunteer information and coordination centre established with UNV support in 2006 is implementing a legal empowerment volunteer initiative in partnership with the Government, University of Colombo, and UNDP. UNV mobilized 18 university students – future lawyers, judges and sociologists – to conduct legal empowerment activities in underprivileged communities.

40. UNV continued to provide expertise to the African Union on establishing a youth volunteer corps, and to the Economic Community of West African States to develop a 15-country volunteer scheme.

Key result 2.2. Integration of volunteerism in development policies, strategies and programming demonstrated

41. During the biennium, UNV streamlined its programmatic focus to more robustly respond to Millennium Development Goals challenges and national development goals of programme countries. UNV partnered with UNDP and other United Nations organizations to bring volunteerism into a number of Millennium Development Goals achievement fund projects in, inter alia, Albania, Guatemala and Nicaragua.

42. UNV continued to mainstream gender in all programme activities. UNV volunteers contributed to gender equality in the work of partners, specifically in protection, empowerment, women's rights advocacy, and community-centred development; about 75 UNV volunteers served as gender specialists annually. The UNV project to combat female genital mutilation in the Sudan was mainstreamed and replicated by UNICEF and UNFPA. The success of the project was a result of participation by local community volunteers in its implementation and outreach. The final evaluation of the project was selected as a pilot for the United Nations Evaluation Group Handbook on integrating human rights and gender into

evaluations. In Egypt, UNV worked with national partners and other United Nations organizations in female genital mutilation-free villages, where national UNV volunteers raised awareness and advocated against the social pressure on young girls and women. A UNV volunteer with UNIFEM in Bolivia sensitized local women's associations on issues of human trafficking and human rights. Another UNV volunteer with the Office of the High Commissioner for Human Rights (OHCHR) in Guatemala built capacity to deal with gender-based violence in various institutions, including police forces. In the Asia and the Pacific region, UNV volunteers contributed to a multi-agency regional programme, working with boys and men to prevent gender-based violence.

43. UNV partners with UNDP, the Joint United Nations Programme on HIV/AIDS, WHO, the Government, and national health institutions to enhance service delivery and access to services, reduce child and maternal mortality, and combat HIV/AIDS. In 2009, about 850 UNV volunteers served in the health sector, including in Papua New Guinea, South Africa, Tanzania, Trinidad and Tobago, and Zambia. In Malawi, over 50 specialist UNV volunteer doctors, including paediatricians, obstetricians and surgeons, ensured basic health service delivery and built the capacity of medical personnel with funding from the Global Fund to Combat AIDS, Tuberculosis and Malaria and the National AIDS Council.

44. UNV adopted a human rights-based approach to development, and focussed on social inclusion and empowerment of marginalized youth groups. In Croatia, UNV and UNDP strengthened local development and promoted social inclusion of unemployed Roma youth, children, the elderly, and people with disabilities in remote and rural areas by engaging national UNV volunteers from target communities. A similar initiative in Albania helped with the social integration of vulnerable Egyptian and Roma minorities, facilitated their registration, promoted participatory planning, developed local infrastructure, and enhanced employability. In Honduras, the human security joint programme successfully engaged youth in three municipalities through volunteering initiatives, keeping them out of gangs, reducing gender-based violence, and directly impacting 55,000 youth, half of which were female. In Kazakhstan, UNV works with UNDP, UNICEF and UNFPA to enhance human security in the former nuclear test site of Semipalatinsk.

45. Executive Board decision 2008/22 directed UNV to increase and strengthen its work in community-centred natural resource management and climate change, while General Assembly resolution 63/153 asked UNV to promote incorporating volunteerism in the environment and climate change agendas of governments and the United Nations. In 2009, almost 300 UNV volunteers (up from 195 in 2008) contributed to environment projects of United Nations organizations in 67 countries, including Benin, Cambodia, Comoros, Guinea Bissau, Mali, Pakistan, Uganda, as well as Kosovo (United Nations administered territory under Security Council resolution 1244). In addition, 1,043 of 14,313 online volunteering assignments supported environmental activities.

46. UNV expanded collaboration with UNDP at the national and global level. UNV volunteers in the global community-based adaptation project, with activities in Bolivia, Guatemala, Jamaica, Morocco, Namibia, Niger and Samoa, are strengthening community volunteering, enhancing capacity to adapt to climate change, and reducing vulnerabilities. The programme developed a draft methodology that plans, recognizes, and values the work of hundreds of local volunteers implementing 27 community projects.

47. UNV continued its programme with the United Nations Convention to Combat Desertification in Africa. A project in the Amhara and Oromia regions of Ethiopia addressed desertification caused by human activities and natural disasters.

Livelihood and conservation skills of 200 youth volunteers were built, demonstrating a sustainable approach to fighting poverty and desertification. The youth association in Amhara received the national green award, resulting in a multiplier effect with neighbouring communities replicating the experience.

48. In 2009, UNV supported literacy programmes through 63 UNV volunteers in countries like Cambodia and Malawi. In Lesotho, UNV volunteers contributed to improving primary education within the distance teacher education programme by training school teachers. Brazil agreed to collaborate with UNV to provide South-South capacity development to an innovative school project in El Salvador, through fully-funded UNV volunteers.

C. Mobilization of volunteers contributing to peace and development

49. UNV mobilized about 5,100 international and 2,500 national volunteers annually, and diversified volunteer modalities through online, employee, and youth volunteering initiatives, enabling more people to volunteer for peace and development globally. UNV further assisted governments and other stakeholders in building regional, national and local volunteer mobilization capacity.

50. UNV volunteers contributed to national development priorities and peace objectives; about half of them advanced progress towards the Millennium Development Goals, working primarily with UNDP, while the other half was involved in peacekeeping, peacebuilding, humanitarian assistance, post-conflict recovery and electoral operations, working with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), OHCHR, UNHCR, WFP and the United Nations Department of Peacekeeping Operations, the Department of Political Affairs, and the Department of Field Support.

Key result 3.1. Well defined, effective, and inclusive volunteer management established

51. Seventy-nine per cent of serving UNV volunteers were developing country nationals, and of these, 40 per cent were assigned in their home country. In 2009, 3,597 international UNV volunteers from 105 developing countries served in another developing country, making volunteerism a driving force for enhanced South-South cooperation, with an estimated financial value of $147 million – 67 per cent of the UNV financial size. In 2009, Cameroon, the Democratic Republic of the Congo, Ghana, India, Kenya, Liberia, Nepal, Philippines, Uganda, and Sierra Leone were the developing countries with most citizens serving as volunteers abroad.

52. The UNV Online Volunteering service (www.onlinevolunteering.org) connects volunteers with peace and development organizations worldwide through the Internet. A revamped, now trilingual website (English, French and Spanish) was launched on IVD in 2008. The service witnessed strong growth in 2009 with 9,427 online volunteers and over 14,000 assignments; 152 and 172 per cent growth respectively, when compared to 2008. In 2009: 87 per cent of assignments benefitted civil society organizations with the number of registered organizations increasing by 50 per cent compared to 2008; 53 per cent of online volunteers were women; 62 per cent of volunteers were from the South; and 2 per cent reported having disabilities. A monthly electronic newsletter reaches 128,247 registered individuals worldwide.

53. The annual 'online volunteering award' winners embody inclusiveness and foster mutual understanding and global social cohesion. One of the awards was given to seven online volunteers who helped the NGO 'Africavenir' in Benin address

contamination of groundwater, emission of odours, and greenhouse gases by turning pig waste into renewable, environmentally-friendly electricity.

54. Since 2006, over 600 online volunteers have supported the UNDP International Poverty Centre for Inclusive Growth. One output was a directory of 2,800 poverty research centres worldwide. The volunteer time invested in this effort is an estimated equivalent to 12 individuals working full-time for one year.

55. In line with General Assembly resolution 31/131, UNV promotes youth volunteering and engages youth volunteers (under 25) through special activities, programmes, and national volunteer schemes. In Guyana, UNDP/UNV partnered with the Government in the enhanced public trust, security, and inclusion project, which focussed on youth empowerment, social cohesion, and community dialogue. Fifty marginalized youth served as national UNV volunteers, strengthening democratic practice and sustainable peace. Local youth volunteer projects impacted communities in Bosnia and Herzegovina, Cape Verde, China, Indonesia, Syria, Ukraine and Zambia.

56. UNV partnered with universities in developing and developed countries to support South-South and North-South-South exchanges. In April 2009, UNV and UNDP supported the launch of the Ibero-American network of university volunteerism for social inclusion. UNV is a board member and funds an international UNV volunteer research officer at the secretariat, the Universidad Nacional Autónoma de México. In December 2009, 28 universities from 13 countries had registered affiliation and the network was reaching 7.5 million students in 800 universities. Universidad Autónoma de Madrid also partners with UNV, and has 83 participants in its volunteer programme.

57. Volunteerism is an opportunity for 'third age' volunteers to put their experience to work for peace and development – about 5 per cent of UNV volunteers in 2009 were 55 years or older. Annually, about 75 retired private sector professionals provide support to small businesses and cooperatives in developing countries through UNV. In Senegal and Sri Lanka, the Government, UNDP and UNV are demonstrating innovative ways to engage older people in development activities.

58. In partnership with the Times of India, UNV mobilized over 100,000 volunteers for the 'Teach India' initiative. Beyond teaching English, the literacy project strengthened social cohesion by encouraging educated citizens to reach out to disadvantaged groups. International UNV volunteers from Asia, together with national UNV volunteers in Tanzania and Zambia, promoted private sector development for micro and small businesses through the 'Asia youth volunteer programme'.

Key result 3.2. Volunteer engagement in selected focus areas strengthened

59. General Assembly resolution 56/38 asked UNV to provide technical cooperation in volunteerism to realize its potential as a resource for attaining the Millennium Development Goals. Examples of this include providing technical expertise and promoting local capacity building in sub-Saharan Africa, where 48 per cent of UNV volunteers were deployed in 2008-2009. UNV volunteers supported the mandates of 23 United Nations organizations and 19 missions, providing expertise in over 100 professional categories.

Mobilizing for peace

60. In the biennium, more than 3,000 UNV volunteers supported peacekeeping, and special political and peacebuilding operations annually, in 19 United Nations missions in 18 countries and constituting about 30 per cent of all international civilian personnel involved in these missions. Volunteers worked in areas ranging from medical, logistical, and engineering mission support, to child protection, rule of law, elections, human rights, civil affairs, and disarmament, demobilization and reintegration. From 1999 to 2008, UNV volunteers completed 20,000 assignments in 44 peacekeeping operations.

61. In the biennium, 1,408 international UNV volunteers from various countries on the African continent contributed to peace, serving with United Nations missions in 10 countries on their continent. This supported United Nations Department of Peacekeeping Operations efforts to increase the success of peacekeeping missions by promoting regionalization.

62. In the Democratic Republic of the Congo, up to 700 UNV volunteers annually contributed to the work of the United Nations Organization Mission in the Democratic Republic of the Congo, including through a disarmament, demobilization, return, reintegration and recovery programme focussing on foreign combatants. UNV volunteers with the UNDP disarmament, demobilization and reintegration programme, contributed to the successful demobilization of 23,000 national ex-combatants, including 10,000 child soldiers. Both programmes required multi-disciplinary approaches and involved UNV volunteers simultaneously in cross-cutting areas like gender, HIV/AIDS, child protection, human rights, socio-economic reintegration and women's empowerment. UNV volunteers also contributed to similar programmes in Burundi, Chad, Côte d'Ivoire, and Liberia.

63. In Haiti, more than 200 UNV volunteers annually supported the United Nations Stabilization Mission in Haiti; several others served with UNDP or other United Nations organizations, working at central and local levels with Government, elected representatives, and national police in civil affairs, capacity building, community violence reduction and peacebuilding activities to help foster dialogue, understanding and social cohesion. Volunteers in civil affairs provided intelligence gathering on socio-economic developments and security issues.

64. International UNV volunteers provided electoral support in Afghanistan, Côte d'Ivoire, the Democratic Republic of the Congo, Guinea Bissau, Haiti, Sudan, and Timor-Leste. In Nepal, 140 UNV volunteers (half of them nationals), provided critical support to the electoral commission and mobilized 9,000 local voter education volunteers. Among the personnel of the United Nations Mission in Nepal, the volunteers were closest to communities in all 75 districts.

65. UNV volunteers constitute 17 per cent of the UNHCR field presence, with more than 1,000 UNV volunteers serving annually in 74 countries. In Yemen, about 50 (mostly international) UNV volunteers worked with refugees and internally displaced persons, interviewing, managing databases, facilitating resettlement and conducting site visits. In the biennium, 24 UNV volunteers in Eastern Chad worked with internally displaced persons, with refugees from Darfur and with refugees from the Central African Republic. Five UNV volunteers in the health and nutrition programme supported the creation of local, voluntary, food distribution committees, increasing female participation from almost zero to 40 per cent. UNV volunteers with UNHCR in Colombia engaged with communities, community leaders, and local institutions to identify and analyse immediate risks for refugees and internally displaced persons, and then implemented appropriate protection measures. In 2008-2009, 100 UNV volunteers with UNHCR engaged communities, community leaders, and local institutions to identify and analyse immediate risks for refugees and

internally displaced persons, then implemented appropriate protection measures in cooperation with local authorities and institutions.

66. In the biennium, about 300 UNV volunteers, more than half of them women, contributed to human rights and protection with OHCHR, UNHCR, OCHA, UNICEF and United Nations missions. This included child protection, refugee/internally displaced persons protection, prevention of sexual and gender-based violence, and prison/correction services. Annually, about 50 UNV volunteers contributed to the work of OHCHR (about 10 per cent of its field personnel) with expertise in human rights and protection, public information and outreach, information and communication technology, logistical support services, legal services, gender mainstreaming, project management, and training. Annually, about 30 UNV volunteers contributed to the work of OCHA in humanitarian affairs.

67. UNV volunteers interact closely with the communities they work and live in, and engage beyond the scope of their daily tasks, for example in community clean-up activities and hygiene awareness campaigns, sport events, agricultural extension work, teaching in local schools, and blood-donation drives. In Burundi, UNV volunteers worked with an association of elderly women from ethnic backgrounds to publish traditional proverbs, advancing social cohesion and bridging generation gaps.

Mobilizing for development

68. UNV volunteers contributed to the development results of Governments and United Nations organizations, including UNDP, UNICEF, UNFPA and the United Nations Educational, Scientific and Cultural Organization.

69. UNV projects and volunteers in Malawi, Niger and Tanzania focussed on developing the community capacities, service users, and local and national authorities, as well as improving accountability and participation in planning and delivering social services. In Cameroon, national UNV volunteers with UNDP assisted local Governments elaborate community-based development plans aiming to reduce poverty and advance progress towards the Millennium Development Goals. In Lao People's Democratic Republic, the UNV worked jointly with UNDP and the United Nations Capital Development Fund on the 'governance and public administration reform in Sekong Province' project, strengthening information flow, dialogue, and participatory planning processes with citizens, and supporting local planning.

70. In a joint programme with UNDP, 90 international UNV volunteers strengthened local government capacity, service delivery and community outreach in South Sudan. By December 2009, an additional 72 international volunteers were supporting: planning; health; environmental management; education; disarmament, demobilization, and reintegration; elections; returnees and refugees; and were serving as midwives with UNFPA.

71. Annually, around 220 UNV volunteers contributed to the work of WFP, ensuring the smooth conduct of field operations, and working with grassroots communities. Two UNV volunteers in Somaliland, Somalia, engaged in food, social support, and emergency relief programmes. Working with the Government, United Nations organizations, international and local NGOs, and community-based organizations, they mobilized many local volunteers, reaching out to 250,000 beneficiaries. Specific attention was given to reaching and empowering vulnerable women, conserving natural resources, and sustainable resource management.

72. The 2005 Hyogo Framework for Action and General Assembly resolution 56/38 identified the strength of volunteer contributions in disaster response, reduction and risk management. Based on past experience, UNV volunteers continued to work in disaster risk reduction projects with a focus on strengthening community capacity. In

Indonesia, UNV and UNDP partnered in the 'safer communities through disaster risk reduction in development' project – 15 UNV volunteers together with national and local authorities built the capacity of local disaster risk reduction organizations in seven Indonesian provinces. Given the link between disaster risk reduction and climate change adaptation, UNV supported the 'strengthening volunteer-involving organizations to better support disaster risk reduction strategies and adaptation to climate change at the community level' in Ecuador.

73. In the reconstruction phase after the 2007 earthquake in Ica, Peru, 13 national UNV volunteers, in a joint UNDP/UNV project, worked with communities to train leaders on construction, legal advice, and risk management. Over 200 community volunteers were trained and supported the reconstruction efforts.

Key result 3.3. Tools, knowledge and guidance provided by UNV enable regional, national and local partners to establish schemes to mobilize and manage volunteers for development.

74. UNV is increasingly working with governments and local stakeholders to build regional, national, and local volunteer mobilization capacity and volunteer infrastructure. This engages more people in contributing to peace and development results in their own countries and communities.

75. UNV supported or strengthened formal volunteer schemes and volunteer networks in 19 countries. In Burkina Faso, the national volunteer programme witnessed strong growth, from 100 volunteers deployed in 2008, to 600 volunteers in 2009. UNV facilitated a study visit to that programme from The Gambia, fostering South-South exchange to enable the development of a similar national volunteer scheme. In Niger, UNV is working on the establishment of a national volunteer infrastructure and an enabling legislative environment. Hundreds of national volunteers are strengthening local government capacity in the districts, mobilizing resources and developing income-generating activities. The UNV-supported national youth volunteer scheme in Liberia continued to successfully mobilize university graduates as volunteers to teach and raise awareness of health and gender issues, and to provide support to agricultural projects in rural areas. In Lesotho, UNV assistance resulted in the creation of a national volunteer corps.

76. UNV involvement with the 'Green Olympics' – part of the Beijing Olympics in China – mobilized large numbers of local volunteers. UNV worked with national institutions, UNDP, and NGOs, successfully training volunteer managers and promoting sustainability through volunteer environmental awareness campaigns and media outreach that reached over 100 million people.

77. After the post-election violence in Kenya, UNDP and UNV launched a volunteer scheme designed to promote post-election community dialogue, working closely with the United Nations peacebuilding fund and the Government. Twenty-one national UNV volunteers trained 900 prominent youth leaders, retired professionals, women, and opinion leaders in peacebuilding, conflict resolution, community security, humanitarian response, and early recovery.

Learning for effective programming

78. Volunteers are the most valuable asset of UNV. Learning from their experience is essential to identifying results achieved, improve volunteer management, strengthen partnerships and promote knowledge management and innovation. UNV strengthened the volunteer management cycle, increasing standardization and further embedding volunteerism principles in assignments. Reports and input from serving and former volunteers informed the development of 22 tools and guides designed to improve the quality implementation of volunteer management. During the reporting

period, the UNV online volunteer reporting system was revamped and now includes user-friendly data analysis tools.

79. The capacity of UNV headquarters staff, and about 200 field personnel, was built through 10 training events in 2008 and 2009. This was in addition to several local training events organized by UNV field offices for the volunteers. Training included planning, results-based management, and monitoring and evaluation.

80. A comprehensive review of the national UNV volunteer modality, which represents about 34 per cent of all UNV volunteers annually, was conducted in 10 countries: Botswana, Brazil, Ecuador, India, Kyrgyzstan, Lao People's Democratic Republic, Sudan, Syria, Uganda, and Zambia. In the study, governments and host organizations agreed that national UNV volunteers effectively supported achieving national development priorities and UNDAF targets. The review confirmed the potential of the modality to strengthen national capacities and recommended further promotion of volunteerism within the assignments.

81. In 2008-2009, 12 strategic, thematic, and project evaluations/reviews were conducted to ensure accountability, management for results, and knowledge management. Overall, projects succeeded in producing most of the desired results. An independent review of the evaluation function asserted that UNV upholds high evaluation standards, and recommended strengthening organizational learning, day-to-day project management and monitoring. A synthesis of all evaluations undertaken from 2000 to 2009 confirmed the relevance of UNV activities for peace and development, and the increasingly successful mobilization of UNV volunteers and local communities. In particular, UNV interventions empowered people to access better service delivery, engaged vulnerable people in development processes, and built capacities of youth and community-based organizations. UNV evaluations and management responses are available through the UNDP evaluation resource centre. Annually, about 100 UNV volunteers provide monitoring and evaluation support to United Nations organizations.

III. Management results

82. During the reporting period, UNV continued organizing its operations according to its business model and the UNDP strategic plan. The related results framework was further refined. Key management initiatives were: a change management process that produced a streamlined organizational structure; continued and reinforced application of the UNDP accountability framework; and streamlined in-house processes with a focus on improved quality, mainstreamed gender programming, realignment of knowledge management, and well-managed resources and finances.

Change management

83. In 2008, UNV identified the need for a thorough review of the organizational structure and business processes to accommodate the significant growth in numbers of volunteers and increased programmatic activities that had taken place since 2001. A participatory organizational change management process called 'Changing Together' was conducted throughout 2009, with the objective of enabling UNV to deliver more efficiently and effectively on its mandate, and position UNV to meet the challenges of resources limitations, and growing demands from partner countries.

84. A consultative staff process, including cross-organizational functional teams, reviewed the business processes of UNV and made recommendations for consolidating, standardizing and streamlining. A review of all functions and activities was then undertaken. On the basis of these inputs, UNV management, with support

from the UNDP management consulting team, revised the organizational structure using a 'portfolio team' approach.

85. The new structure was devised to improve the capacity of UNV to serve the needs of United Nations organizations and governments in mobilizing UNV volunteers and building volunteerism capacity. It centres on a 'peace division' and a 'development division' consisting of dedicated geographically-focussed portfolio teams, and sections and units dedicated to fostering volunteer learning, knowledge and innovation, volunteer recruitment, and standardization and quality assurance.

86. A new global roster for international UNV volunteer positions is under development to facilitate proactive sourcing of talented professionals for international volunteer assignments, with adequate gender balance and geographic diversity.

Accountability framework and risk management

87. Accountability was strengthened by actively managing false user profiles and roles in accordance with the UNDP internal control framework, strengthening procurement oversight, and ensuring professional certification of relevant staff. The PRINCE2 project management approach was consistently applied to internal management projects, resulting in strategic and results-focused management of UNV resources.

Volunteer resources management

88. In the 2008-2009 biennium, close to 7,600 UNV volunteers contributed annually to the strategic objectives of 23 United Nations organizations and 19 United Nations missions, often serving in challenging and remote locations, and/or in post-conflict situations at the local level. Consequently, UNV volunteers have been affected by high volatility in security situations worldwide, despite being fully integrated into the United Nations security system. In 2009, two UNV volunteers lost their lives in a violent attack against United Nations premises, and one UNV volunteer was victim of a lengthy hostage-taking event, in addition to other less dramatic incidents.

Gender equality

89. Gender equality is central to the programming work of UNV and to its staff and volunteers composition. Fifty-five per cent of UNV staff is female – 44 per cent at the professional level and 50 per cent at the director level. The entire recruitment process for UNV staff, as is the case for UNDP, is geared towards achieving gender balance and diversity.

90. The percentage of female UNV volunteers increased to 37 per cent in 2009, and UNV continues to submit at least one female candidate per assignment. Twenty-eight percent of volunteers with United Nations missions are women. Conversely, disaggregated ratios show that 63 per cent of national UNV volunteers are female. Further encouragement of partners to increase the number of selected female candidates is welcome, while recognizing the challenge for women in non-family duty stations, and the special threat posed to them in complex security situations. There are also large regional differences, with the highest number of female UNV volunteers in Europe and the Commonwealth of Independent States (57 per cent) and Latin America and the Caribbean (48 per cent).

Knowledge management

91. The work of UNV volunteers with different United Nations organizations and Governments, and UNV partnerships with volunteer-involving and civil society organizations, and academic institutions, provide a large pool of knowledge resources. Hence UNV decided to broaden its existing knowledge platform, launched

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[illegible]

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IV. Challenges and opportunities

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United Nations Development Fund for Women

United Nations Development Fund for Women
Note by the Executive Director

Summary

The present report provides detailed information on the second year of implementation of the strategic plan, 2008-2013, of the United Nations Development Fund for Women (UNIFEM). It tracks progress according to the strategic priorities and results outlined in the UNIFEM frameworks for development results, management results and integrated resources. The report also highlights UNIFEM efforts to fulfil its dual mandate: supporting countries to advancing gender equality in line with national priorities, and supporting action on gender equality throughout the United Nations development cooperation system.

Elements of a decision

The Executive Board may wish to take note of the report and its results-based focus. It may also wish to recognize UNIFEM support to programme countries as they advance agreed development priorities, including the Millennium Development Goals, by assisting national partners to link progress on the Goals with efforts to implement the Beijing Platform for Action and the United Nations Convention on the Elimination of All Forms of Discrimination against Women.

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Introduction

1. The overall goal of the United Nations Development Fund for Women (UNIFEM) strategic plan, 2008-2013, is: *national commitments to advance gender equality and women's empowerment implemented in stable and fragile States.* The Executive Board authorized implementation of the plan (DP/2007/45) in its decision 2007/35 and extended it in decision 2009/13. UNIFEM works in partnership with governments, civil society, and United Nations organizations to strengthen women's economic security and rights, end violence against women, reduce the prevalence of HIV and AIDS among girls and women, and advance gender justice in democratic governance, including in conflict and post-conflict countries.

2. The strategic plan contains the elements of the UNIFEM accountability framework, against which UNIFEM measures: (a) its contributions to progress on gender equality at national, regional and global levels based on the outcomes, outputs and corresponding indicators in the development results framework; (b) its performance, based on the outputs, indicators and targets in its managing for results framework; and (c) its progress towards mobilizing, allocating and expending the financial resources required for implementing the plan, as laid out in its integrated resources framework and in accordance with Executive Board decision 2004/20.

3. The present report covers the second year of implementation of the UNIFEM strategic plan.

I. Context

4. In the past 30 years, far-reaching commitments to advance gender equality and women's empowerment have been agreed at global, regional and national levels. The Convention on the Elimination of All Forms of Discrimination against Women, the Beijing Platform for Action, Security Council resolution 1325 (2000) and the Millennium Development Goals continue to serve as relevant normative frameworks, along with notable new commitments in 2009, including the adoption of Security Council resolutions 1888 and 1889 . Numerous regional agreements are also evidence of the increasingly firm normative platform for gender equality, including but not limited to the Convention of Belem do Para in Latin America, and the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa. At the same time, women continue to face the enormous challenges of the global economic crisis, conflict and natural disasters, gender-based violence, and the HIV epidemic. Effective implementation is central to ensuring that agreements are converted into concrete, measurable progress for women and girls.

5. The strategic plan is being implemented in the context of General Assembly discussions on strengthening United Nations support to countries to advance gender equality and women's empowerment. The discussions will be guided by General Assembly resolution 63/311 and the recently issued report of the Secretary-General on a comprehensive proposal for the composite entity for gender equality and the empowerment of women (A/64/588). The anticipated decision on this element of system-wide coherence could have an enormous influence on the operational activities of the United Nations system in support of progress toward gender equality.

II. Overview

6. UNIFEM is a demand-driven organization, responding to requests for technical and programming support where opportunities arise and gaps are most pressing. Demand consistently exceeds the organization's capacity to respond, as it did in 2009. UNIFEM was able to respond to requests for programming and technical support in 98 countries compared to 82 in 2008 in the four thematic areas that make up its development results framework. As shown in figure 1, UNIFEM provided support to 81 countries to advance gender equality in the context of governance, peace and security; 80 countries in women's economic security and rights; 25 countries on the gender dimensions of HIV and AIDS; and in the area of greatest increase – support to ending violence against women – the number of countries receiving support expanded to 79 in 2009 from 56 in 2008. Figure 2 shows a similar trend in UNIFEM support to countries to make progress towards the achievement of the eight outcomes that frame the UNIFEM strategic plan, as in 2008, with a notable acceleration of support to legal and policy reform for gender equality.

Figure 1. The number of programme countries where UNIFEM was able to respond to requests for support in 2008 and 2009, by theme

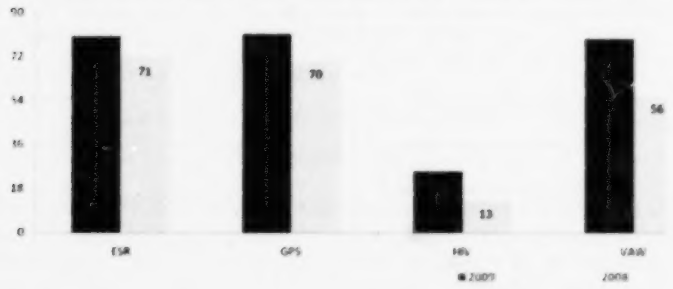
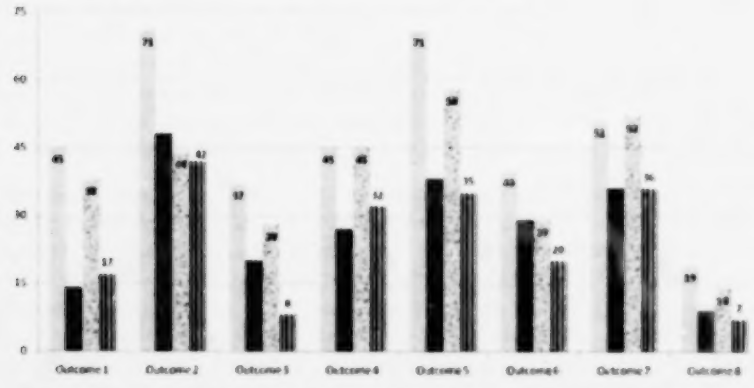


Figure 2. The number of programme countries where UNIFEM was able to respond to requests for support in 2008 and 2009, by outcome



7. Figure 3 indicates that UNIFEM expenditures in 2009 reflect a similar trend to that in 2008, with the largest share going toward supporting the capacity development of gender-equality advocates, including national machineries for women and women's regional, national and local organizations and networks (outcomes 5 and 6). This is consistent with the theory of change that underlies the strategic plan: that by strengthening the effectiveness of these key interlocutors, positive change for gender equality will occur at the legal and policy levels, and that advocates will be better equipped to partner with governments and other development actors to enhance accountability for implementation of these commitments. The thematic distribution of expenditures (figure 4) is also similar to that of 2008. While expenditures on the HIV theme remained low, it is notable that this theme saw the largest percentage increase. As UNIFEM is not a cosponsor of the Joint United Nations Programme on HIV/AIDS (UNAIDS), it is unable to access programme resources through this important channel and thus resources for this area will continue to be lower than others.

Figure 3. Provisional programme expenditure distribution by outcome in 2008 and 2009 (in $ millions)

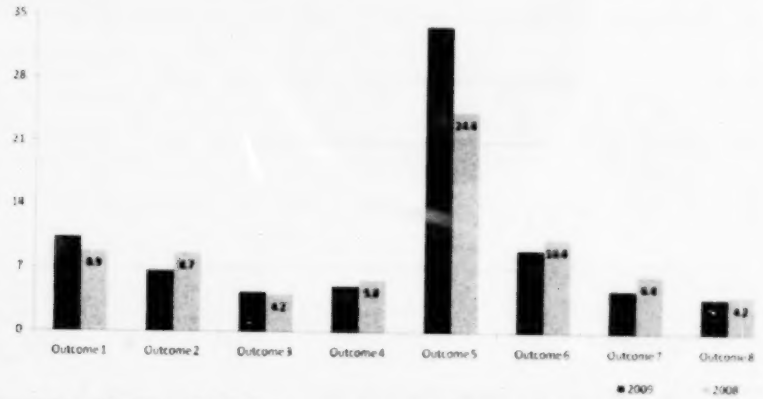
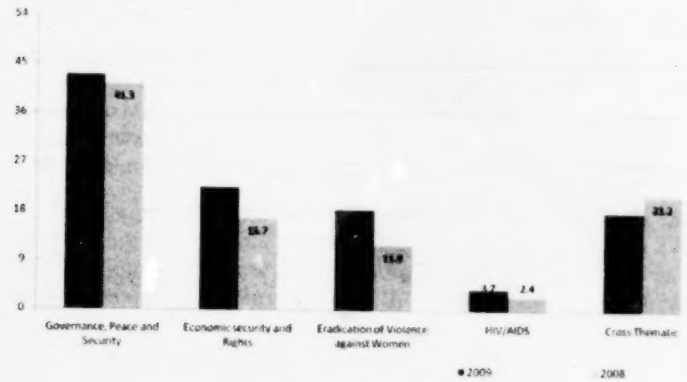


Figure 4. Provisional 2008 and 2009 programme expenditure distribution, by theme (in $ millions)



8. UNIFEM works with numerous partners, including governments, United Nations organizations, women's networks, and civil society. Figures 5 and 6 illustrate the range of partners with whom UNIFEM works to contribute to results outlined in the strategic plan. The majority of partners (figure 5) are in government and include institutions, ministries, local governments, the security sector, parliament, national commissions, and national women's machineries. Within the United Nations system (figure 6), UNIFEM most often partners with the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF), which combined account for approximately 50 per cent of the total number of United Nations partnerships as reflected in the development- and management-results frameworks.

Figure 5. All partners in 2009

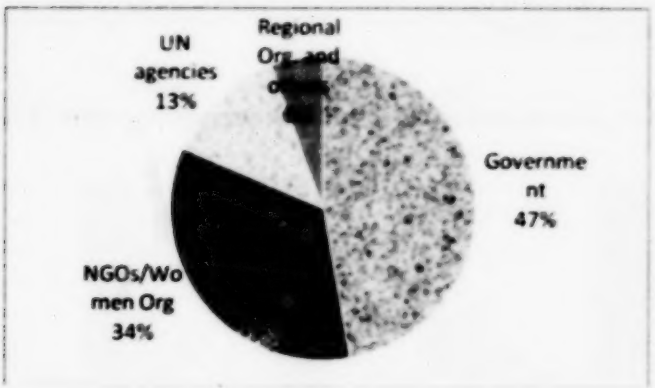
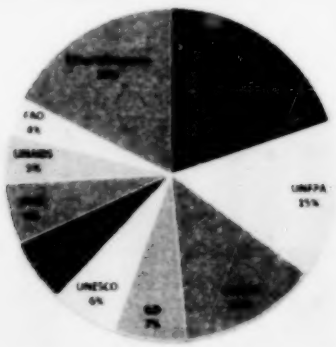


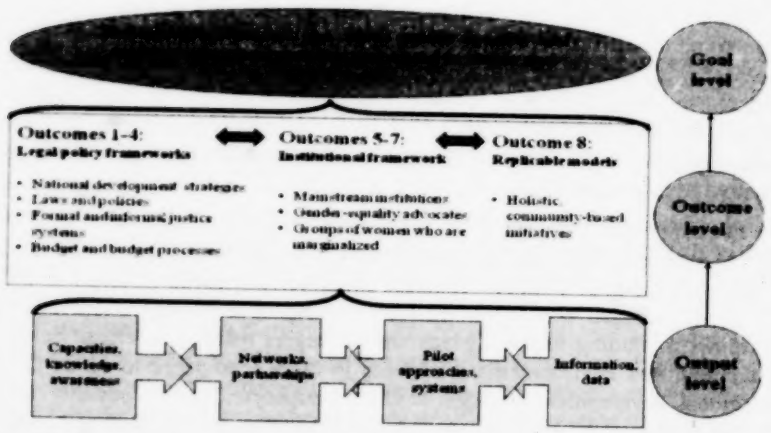
Figure 6. United Nations partners in 2009



III. Development results framework

9. The development results framework contains eight outcome-level results that together represent a holistic effort to support countries in advancing implementation of their commitments to gender equality. The UNIFEM development results framework is based on the organization's experience that, while entry points may vary, a holistic approach requires supporting change at macro, meso and micro levels simultaneously. In this regard, UNIFEM supports partners to enhance the gender responsiveness of the national policy environment and of mainstream institutions needed to deliver on commitments. It also supports gender equality advocates in developing capacity and knowledge to support intensified action and accountability and supports innovative pilot programmes that generate credible evidence of effective work at the micro level to inspire replication and upscaling. Figure 7 illustrates the development results logic that drives UNIFEM work.

Figure 7. Development results logic



10. The present chapter describes progress toward results achieved at three levels: (a) macro-level changes in the gender-responsiveness of national development strategies; policies and laws; and budget processes (outcomes 1-4); (b) meso-level changes in the capacities of gender-equality advocates, excluded groups and mainstream institutions (outcomes 5-7); and (c) changes at the community level (outcome 8) that have potential for upscaling (see DP/2007/45 for outcome list). These are country-owned results and the UNIFEM role is to support partners to make progress toward them. The report on development results tracks progress according to the eight outcome-level results within each of the four thematic areas.

11. In the introduction to each theme, UNIFEM presents the total number of countries in which notable progress toward results was made in 2009, as compared to 2008. The introductory paragraph also indicates the percentage of total core and non-core programmable resources that UNIFEM expended on that theme.

A. Enhancing women's economic security and rights

12. UNIFEM supports efforts to enhance women's economic security and rights through programmes that: (a) strengthen the gender-equality dimensions of macro-economic policies, including national development frameworks; (b) increase financing of gender-equality commitments in poverty reduction and strategies to meet the Millennium Development Goals ; and (c) enable women to enhance their rights in specific sectors of the formal and informal economies and to have equitable access to productive assets. UNIFEM was active in 80 countries in 2009 (compared to 71 in 2008) in this thematic area, expending 22.5 per cent of programmable funds.

13. In this thematic area, UNIFEM worked with government partners – including ministries of finance, planning, labour, and national women's machineries – networks of economists, women's non-governmental organizations (NGOs); excluded groups of women (migrant workers, home-based workers, and rural women); and United Nations country teams. UNIFEM and its partners worked to : (a) incorporate national commitments to gender equality and women's empowerment in 15 national or regional poverty-reduction or other economic frameworks, including by supporting capacity development of ministries of finance and planning and sectoral ministries; (b) support efforts towards the adoption of 20 laws or policies that advanced women's economic capacities and rights in 13 countries (compared to 15 in 2008); (c) support expansion of access to legal assistance for women to enhance their economic rights in five countries (compared to 7 in 2008); and (d) support to institutionalize gender-responsive budgeting in 27 countries (compared to 32 in 2008).

14. In cooperation with many United Nations partners – most often with UNDP – UNIFEM supported national partners to strengthen gender-equality commitments in two approved poverty-reduction strategies in 2009 (compared to seven in 2008) and in 12 newly adopted or revised national development strategies and other policy frameworks, including national plans and strategies relating to employment, donor coordination, and environmental standards in 2009 (compared to 12 in 2008), and one regional development strategy. UNIFEM supported gender-equality advocates, from both government and civil society, to engage in multi-stakeholder platforms, providing analysis relating to the impact of new aid modalities on women's empowerment and to advocate for the inclusion of agreed national commitments, such as national plans of action on gender equality, where these plans existed.

15. For example, with European Union support for aid effectiveness, the Government of Cameroon formed a multi-stakeholder platform through a decree from the Ministry of Planning to oversee national development processes and the aid process. Its membership includes the Ministers of Planning, Women, and Finance, the Canadian International Development Agency, the European Commission, UNIFEM, UNDP and representatives of civil society. Gaps relating to gender equality within Vision 2035 and the Strategy Document for Growth and Employment were identified through the coordinated efforts of the Gender-Equality Working Group, utilizing the National Gender Policy as a basis for the effective mainstreaming of gender equality in the plans. Specific gender-equality commitments included in the plans centre on the participation of women in decision-making processes, reducing maternal mortality, increasing women's economic

potential, and integrating a gender dimension in planning and budgetary processes at all levels.

16. In 2009, UNIFEM supported legal and policy reform, often in partnership with the International Labour Organization and ministries of labour, including through: continuing efforts across Asia to protect women's rights in the context of migration; securing women's rights to land in several countries of the Commonwealth of Independent States, as well as in Ecuador and Rwanda (through revisions to existing laws); introducing laws to address sexual harassment in the workplace in Bolivia, Nepal, and Pakistan and in countries in West Africa; and legislating equal opportunities in employment in Kazakhstan and the Republic of Moldova; strengthening the legal framework in Bolivia to quantify household work so that it can be reflected in National Accounts and the gross national product; and introducing more effective policies to protect women in the informal economy in Pakistan and in Papua New Guinea.

17. Crucial in the context of the economic and financial crisis, UNIFEM supported stronger social protection legislation in Albania, Kyrgyzstan and throughout the Caribbean region. Working with the United Nations system in the context of the delivering as one pilot, the Ministry of Labour, Social Affairs and Equal Opportunities in Albania integrated gender-equality concerns into the revised Social Assistance/Economic Aid Law based on findings of a local-level beneficiary analysis carried out in two municipalities. Primary revisions were focused on expanding the categories of female-headed households eligible for economic aid.

18. In 2009, UNIFEM continued its support to gender-responsive budgeting initiatives begun in 1997. In 27 of the 45 countries undertaking gender-responsive budgeting initiatives, results included an increase in budget processes that took concrete account of incorporating gender equality. An important indicator of gender-responsive budgeting implementation derived from ministries of finance issuing or re-issuing gender-responsive budgeting guidelines, which took place in ten countries in 2009[1] (compared to 16 in 2008) with UNIFEM assistance. In 2009, UNIFEM also supported the incorporation of gender-equality measures in sector and local budget processes in 23 countries (compared to 17 in 2008). Monitoring mechanisms to track progress of gender-responsive budgeting initiatives were initiated or strengthened by civil society and government partners in 14 countries (compared to the same number in 2008).

19. Gender-responsive budgeting efforts in Nepal – based on data generated by the budget information system that tracks allocation towards gender-responsive programmes - indicated an increase in allocation for gender-related items from 14 per cent in 2008/2009 to 17 per cent in 2009/2010. This information system was put in place by the Ministry of Finance following the recommendations of the gender-responsive budgeting committee. In Morocco, where UNIFEM has supported gender-responsive budgeting since 2001 and continues to deepen its support for capacity development and the provision of technical support with the Ministry of Economy and Finance to sectoral ministries, the Gender Report accompanying the 2010 Finance Law included 25 line-ministry departments, up from 21 in 2008 and an initial four in 2006.

[1] Bolivia (Plurinational State of), Cameroon, Ecuador, Egypt, Indonesia, Morocco, Mozambique, Rwanda, Timor-Leste, and Venezuela (Bolivarian Republic of).

20. Supporting sustainable capacities of gender-equality experts and mainstream institutions to advocate for, monitor, and/or implement gender-equality commitments on women's economic security and rights is critical to progress in this area. In 2009, UNIFEM supported women's governmental and non-governmental organizations in 23 countries (compared to 20 in 2008) to participate in decision-making forums relevant to the economic policies affecting their lives and to foster dialogues with decision makers to strengthen monitoring and accountability of commitments, supported networks of rural, indigenous, HIV-positive, migrant and home-based women workers in 20 countries (compared to 10 in 2008). Moreover, UNIFEM capacity-development efforts contributed to changes in performance in key institutions in 15 countries, including those of labour, finance, education, justice, trade, and agriculture, as well as regional organizations and statistics bureaus to promote implementation of laws and policies relating to women's access to decent work, productive resources, and social protection.

21. In India, in the context of the Eleventh Five Year Plan outcome approval, supported by UNDP, UNICEF and UNIFEM, in partnership with the Planning Commission, Voluntary Health Association of India and the National Alliance for Women, the programme 'Voices from the Field' provided a platform for direct interface between the community and representatives of the Planning Commission to discuss gaps in the implementation of government programmes in the health, women and child development, nutrition, handicraft, and handloom sectors. Twenty-seven state-level consultations and five regional consultations were supported to facilitate this dialogue. UNIFEM supported the International Network of Gender and Trade in the creation of the 'Civil Watch for Gender, Development and Trade Policies' in the Southern Cone subregion in order to provide knowledge to women's organizations and civil society to lobby for inclusive development policies, especially for the 9th Specialized Meeting of Women from Mercosur.

22. UNIFEM works with policy, service-delivery and media institutions to create enabling environments that promote and protect women's economic security and rights. Regard to migration of labour, UNIFEM supported efforts to enhance social protection for working women in Cambodia, Jordan, Kyrgyzstan, Nicaragua, Panama, Republic of Moldova, and Serbia. In Cambodia, the standardized contract for overseas Cambodian migrant workers was developed, finalized and readied for approval by the Ministry of Labour. The contract was jointly developed by the Ministry with close cooperation and coordination of civil society organizations, academics, lawyers, unions and other key players.

23. UNIFEM partners with mainstream development actors to identify, promising pilot initiatives that use demonstrate innovative approaches to enhancing women's economic security and market opportunities, and increasingly invests in rigorous evaluation to generate learning that supports upscaling or replication by national, regional or international partners. In 2009, UNIFEM began a four-year partnership with the World Bank and the International Center for Research on Women on a pilot programme of results-based initiatives in Cambodia, Egypt, Guinea, Lao People's Democratic Republic, Liberia, and Peru. The initiatives are geared to identify proven quick-win interventions that enhance women's economic security and rights and incorporate an impact-evaluation component (40 per cent of the budget as part of programme design. In Egypt, a corporate seal of approval, addressed to 30 private-sector companies with an assessment methodology to determine levels of gender equality in the workplace for use in human resources departments was adopted by

[redacted]

B. Ending violence against women

[redacted]

[redacted]

[redacted]

men and women towards violence against women, strengthening the legal system to [illegible], and improving local services to women who have experienced violence.

[illegible] UNDESA joined other parts of the United Nations system in the effort to engage men and boys in ending violence against women. This involves support [illegible] men's networks focused on these issues, as well as support to work in sectors that have been traditionally predominantly male, such as leadership of faith-based groups, judges and the security sector. Notably, UNDESA is expanding its partnerships with networks of men and boys at global, regional and national levels, including with Promundo and the MenEngage Alliance.

[illegible] UNDESA applies a rights framework in its work on gender-sensitive police reform to ensure that police respond to women's security concerns, create non-discriminatory institutions that encourage women's participation, and enhance accountability mechanisms. In this regard, UNDESA has increased its work to build the capacities of police to respond to violence against women, track cases, and/or link up with other services such as medical and legal assistance in 16 countries and one region. Particularly noteworthy is the recognized leadership of the Rwanda National Police and the Rwanda Defence Forces, who are regularly consulted throughout Africa for technical assistance and training for police and military with regard to effective strategies to ending violence against women.

34. At the community level, progress was made during 2009 in furthering the development of the global programme, Safe Cities Free of Violence against Women and Girls 2008-2014, which includes a strong impact-evaluation component intended to develop a proven model for upscaling by local governments. A memorandum of understanding was signed with UN-HABITAT to formalize the inter-agency collaboration. In addition, a critical partnership of local expert organizations was formed, which includes Women in Cities International, Red Mujer y Habitat, and the International Center for Research on Women. The partners are collaborating to design interventions and training curriculums, and to finalize the methodology for and complete exercises to assess the feasibility of undertaking impact evaluations in the selected cities.

C. Halting the spread of HIV and AIDS among women and girls

35. At the global level, 2009 saw a renewed focus on the gender dimensions of HIV and AIDS in the development of the UNAIDS Action Framework on Women, Girls, Gender Equality and HIV/AIDS, supported by an operational plan with key accountability outlined for the United Nations system, under the leadership of UNAIDS, and endorsed by the UNAIDS Programme Coordinating Board. The operational plan specifies that "UNAIDS and UNIFEM will bring their specific and unique contributions to the cause of women, girls, gender equality and HIV and will implement the Operational Plan through a coordinated approach and strengthened provision of technical support, in line with the UNAIDS technical support division of labour and the UNIFEM strategic plan." Although not a UNAIDS cosponsor, UNIFEM participated in the development of the Action Framework, is a member of

[illegible] Argentina, Burundi, Chad, Comoros (as defined by United Nations Security Council resolution 1244 (1999)), Liberia, Mexico, Nigeria, Rwanda, Sierra Leone, Sudan, Thailand, Timor-Leste, Uganda, United Republic of Tanzania and Venezuela (Bolivarian Republic of), and in eight caribbean nations through the Association of Caribbean Commissioners of Police, an umbrella organization for 20 police agencies.

the Global Task Force on Women, Girls, Gender Equality and HIV/AIDS; and co-chairs the Global Coalition on Women and AIDS.

36. To promote a coherent, gender-sensitive approach to halting the spread of HIV, UNIFEM works in collaboration with the United Nations system, national AIDS councils and civil society partners, prioritizing support to HIV-positive women's networks to advocate for increased attention to key gender and women's human rights concerns, addressing interlinkages between HIV and violence against women, and mainstreaming gender into national AIDS plans. UNIFEM was active in this thematic area in 25 countries in 2009 (compared to 13 in 2008), with 3.4 per cent expenditure of programmable funds in 2009 (compared to 2.5 per cent in 2008).

37. While UNIFEM nearly doubled the number of countries it supported in this area, programme resources did not grow as quickly between 2008 and 2009, partly because non-core resources in this area were minimal and also because much of this work is cross-thematic and often attributed to ending violence against women.

38. National AIDS plans are central planning tools that guide work in different sectors and behind which donors align their support. In 2009, with government, civil society and United Nations system partners, UNIFEM supported the integration of gender equality in HIV strategies at the national level in the Democratic Republic of Congo, Liberia, and Rwanda, as compared to one country in 2008. Each of the plans included integrated strategies and activities on gender-based violence and/or income-generation as a part of the national response.

39. The long history of UNIFEM support to HIV-positive women's groups was cited in the 2006 evaluation of UNIFEM; programming in this area was found to be a key strategy for increased attention to the gender dimensions of the epidemic. In 2009, UNIFEM supported HIV-positive women's networks and groups to develop specific calls for government action in 12 countries and supported advocacy of two regional networks and one global network6 (compared to five countries in 2008). These groups have articulated a range of issues including: an end to stigmatization, discrimination and violence; increased access to antiretroviral therapy; improved livelihoods options; and support for home-based care work. In India, HIV-positive women's networks are developing skills to use gender-responsive budgeting in their advocacy efforts, and the Centre for Budgeting, Governance and Accountability has developed a tool kit to advocate for the engendering of budgets within national and state AIDS control organizations.

40. In 2009, UNIFEM also supported partners to strengthen service delivery to women infected or affected by HIV through mainstream institutions in nine countries[7] and throughout the Caribbean region. This work addressed the intersections of violence against women and HIV by: supporting a protocol for the Ministry of Health in Ecuador; health, education and social service sector training in the Caribbean region; and the National Gender-based Violence task force in Liberia, which brought together Ministries of Health, Justice and Judiciary and is led by the Ministry of Gender and Development. UNIFEM also supported efforts to expand service centres that address violence against women to include counselling and HIV testing in Rwanda and through the police in Nigeria.

[6] Ecuador, Haiti, India, Indonesia, Liberia, Mexico, Mozambique, Pakistan, Rwanda, Somalia, Uzbekistan, and Venezuela (Bolivarian Republic of), regional networks in Asia and the Pacific and in the Caribbean region; and the Global Caregivers Alliance

[7] Cambodia, China, Democratic Republic of Congo, Ecuador, Côte d'Ivoire, Ghana, Indonesia, Liberia, and Nigeria

41. In 2009, UNIFEM deepened its support to the National AIDS Control programme in Cambodia, where it has supported the placement of gender advisors, and in Nigeria, where a gender manager supports national policy development and implementation. The latter case became a model for a programme financed by the European Commission, on the basis of which UNIFEM plans to support similar work in Cambodia, Jamaica, Kenya, Papua New Guinea, and Rwanda.

42. Since 2006, the United Nations Trust Fund has provided support to a learning cohort of seven grantees that generate knowledge on how to address the intersections between violence against women and HIV in order to develop effective approaches for replication and upscaling. In 2009, and in partnership with PATH (Program for Appropriate Technology in Health), the United Nations Trust Fund continued to provide this group of grantees with technical assistance for the development and implementation of rigorous monitoring and evaluation systems.

43. With United Nations Trust Fund support in Nigeria, state hospitals have established police-doctor and post-exposure prophylaxis coordinators through multisectoral anti-violence committees operating as referral systems, extended to six communities across two States to address the intersection between HIV/AIDS and violence against women. The committees identify and address related cases and institutionalize protocols across health, law enforcement and legal sectors. Capacity-development activities have succeeded in engaging men and boys, particularly traditional rulers, who are engaged in the committees and committed to their sustainability.

D. Advancing gender justice in democratic governance

44. One of the pillars of UNIFEM work to advance democratic governance is to support the development of decision-making processes – including in post-conflict settings – that are participatory, responsive, equitable, and inclusive. In this thematic area, UNIFEM was active in 81 countries in 2009 (including 21 conflict or post-conflict countries) compared to 70 in 2008, expending 40.8 per cent of programmable funds (compared to 44 per cent in 2008).

45. In 2009, UNIFEM worked in partnership with national women's machineries, women's community-based NGOs, gender-equality advocates, United Nations country teams and many government partners to secure the incorporation of commitments to gender equality and women's empowerment in humanitarian relief strategies in three countries and support the passage of 33 laws or policies strengthening women's participation in democratic governance (compared to 27 in 2008). UNIFEM supported: (a) eight countries in developing national action plans pursuant to Security Council resolution 1325 (2000), with four finalized; (b) five countries to introduce stronger gender equality provisions in their constitutions, with one ratified; (c) 11 countries[8] in the formulation of national plans and policies on gender equality, with three based directly on the Concluding Comments of the Committee on the Elimination of Discrimination against Women; and (d) a regional gender policy for the African Union and for Aceh Province in Indonesia.

[8] Bolivia(Plurinational State of), Colombia, Democratic Republic of the Congo, Kazakhstan, Moldova, Morocco, Niger, Philippines, Rwanda, Serbia, and Syria

46. In many cases, more targeted CEDAW reporting has enabled Committee members to provide stronger recommendations that have in turn influenced policies at the national level. A positive trend in 2009 saw action plans to accompany the gender policies in Kazakhstan, Kyrgyzstan and Mali, and examples of budgeted plans in the Republic of Moldova and Serbia.

47. At the global, regional and national levels, UNIFEM is supporting Member States and national partners to advance the implementation of Security Council resolutions 1325, 1820, 1888 and 1889. As host of the Secretariat for UN Action against Sexual Violence in Conflict (UN Action initiative), UNIFEM played an important role in its work with partners to support evidence-based advocacy in the lead up to the passage of resolutions 1888 and 1889. The value of this contribution was noted in an independent assessment undertaken by the United Kingdom's Department for International Development (DFID).

48. Leading up to the tenth anniversary of Security Council resolution 1325 in 2010, UNIFEM continued work as a part of United Nations inter-agency efforts that in 2008 began to support partners to adopt national action plans pursuant to 1325 in Liberia, Nepal, Rwanda, and Uganda. In Liberia, leadership from the highest levels ensured increased budgetary allocations across multiple sectors to implement the Plan, with the Liberia National Police and the Ministry of Justice mobilizing funds for a sexual crimes unit. In Bosnia and Herzegovina, Burundi, Iraq, and Sierra Leone, plans are in final draft stages. UNIFEM is taking leadership with the Office of the Special Advisor on Gender Issues and Advancement of Women (OSAGI) and the Inter-Agency Task Force on Women, Peace and Security to build on national-level efforts in the development of global indicators for resolution 1325, as mandated by resolution 1889.

49. The driving force behind all UNIFEM actions to advance gender equality is its partnership with women's networks, both governmental and non-governmental. Increasing their effectiveness to bring attention, action, and accountability for their demands is a key pillar in the theory of change that drives UNIFEM initiatives. In 2009, UNIFEM supported capacity-development initiatives to strengthen gender-equality advocates to press for, monitor, and support the implementation of national commitments to gender equality in 71 countries (compared to 58 in 2008). This included support to: national women's machineries; key political parties to promote women's rights in nine countries[9] (compared to six in 2008) and women to develop common agendas for peace and reconciliation in eight countries.

50. In 2009, UNIFEM provided support to enable national women's machineries to lead, facilitate, monitor and support gender mainstreaming throughout government ministries. To accomplish this, UNIFEM supports them in organizational development, training, research, and planning as well as developing their capacities to work effectively with other government ministries, civil society organizations and NGOs to develop and implement national policies on women.

51. UNIFEM support to the national women's machineries in the Andean Region contributed to the creation of the Andean Council of Senior Advisors on Women and Equal Opportunities by the Andean Community of Nations. This Council is comprised of representatives of ministerial rank, Secretaries of state or other equivalent government representatives with the aim of promoting equal opportunities

[9]Antigua and Barbuda, China, Indonesia, Morocco, Nepal, Pakistan, Rwanda, Pakistan, Uruguay,

between women and men, elimination of violence against women and the construction of a more just and equitable new regional society.

52. Supporting coalitions of women to advocate together across lines of conflict for attention to women's human rights remains one of the most effective paths to strengthening gender equality in peacebuilding and post-conflict resolution. UNIFEM has 15 years of experience in supporting these coalitions to attain their rightful place at negotiating tables. In 2009, the organization's deepest engagement was with coalitions of women in Afghanistan and among Afghan and Pakistani women; with the International Women's Commission for a Just and Sustainable Israeli-Palestinian Peace; women's coalitions in Sudan and Uganda; and with women groups in the Balkans and Georgia.

53. In its ongoing effort to ensure that women's voices influence decision-making, UNIFEM worked with the Institute for Inclusive Security to bring Afghan gender-equality advocates to the International Conference on Afghanistan. The delegation highlighted priorities that were included in the final communiqué of the Conference, including a commitment to fully implement the National Action Plan for Women of Afghanistan and the recently signed Law on Elimination of Violence against Women.

54. At the community level, UNIFEM is implementing a programme on women's participation in peacebuilding in six post-conflict countries[10] with support from DFID that is generating replicable approaches. In Liberia, community-based "Peace Huts" help to develop the capacity of community groups in institutional and business management and adult literacy. The project is being replicated within two United Nations joint programmes and discussions are under way to bring the model to the national level through the Ministry of the Interior.

E. Gaps and challenges: the development results framework

55. Gaps and challenges in relation to supporting countries to advance their national priorities under the UNIFEM thematic areas include: linking capacity-building of political aspirants to actual changes in the percentage of women elected, and further translating these gains into improved public-service delivery for women through increased accountability; increasing work with political parties to make the issue of violence against women candidates and leaders more visible and to strengthen partnerships with other actors that are supporting efforts to confront this challenge; and strengthening programmatic and policy responses to bring attention and action to the gender dimensions of HIV and AIDS.

56. Additionally, while there have been important improvements and efficiencies gained in results-based reporting emanating from the computerized tracking system launched in 2009, additional support and internal capacity development are required to continuously improve the relevance and validation of reporting.

IV. Management results framework

57. The management results framework tracks UNIFEM performance across four result areas: policy advice and catalytic programming; United Nations coordination

[10] Afghanistan, Haiti, Liberia, Rwanda, Timor-Leste and Uganda

and reform: accountability, risk and oversight; administrative, human and financial capacities. Unlike the development results framework – which contains both outcome- and output-level results – the management results framework, for which UNIFEM is wholly responsible, contains 17 outputs and 58 indicators against which UNIFEM tracks progress and gaps.

58. UNIFEM efforts in this area are guided by General Assembly resolutions 62/208 and 59/250 on the triennial comprehensive policy review of operational activities of the United Nations system, in which the General Assembly called upon the United Nations system to avail itself of UNIFEM technical experience on gender issues and encouraged UNIFEM to strengthen its efforts to provide strategic guidance to the United Nations system in the area of gender equality.

Area 1. Policy advice and catalytic programming

59. This result tracks the extent to which UNIFEM develops systems to ensure that UNIFEM can learn from, improve and document how its provision of advocacy, technical support and catalytic programming advance gender equality and women's empowerment.

60. An essential element is the establishment of state-of-the-art evaluation practices that align with United Nations Evaluation Group standards. UNIFEM is making good progress in this area: it has finalized its Evaluation Policy and is implementing gender-responsive evaluation training modules with staff and partners.

61. As part of an effort to continuously improve evaluation practice, an internal review by the UNIFEM evaluation unit was undertaken to establish a baseline. Twelve evaluations undertaken in 2009 were rated as follows: two excellent; two very good; four good; three average; and one weak. The assessment identified a 10 per cent improvement in evaluation quality in 2009 by comparison to 2008. The Evaluation Resource Centre will be fully functional in 2010 and will publically post all evaluations and management responses to evaluations. Eleven management responses were produced in 2009.

62. UNIFEM produces guidance for United Nations and other partners to strengthen knowledge and practice to advance gender equality and women's empowerment. In 2009, highlights included guidance notes for mediators in five key areas of peace negotiations that contributed to discussions relevant to Security Council resolutions 1888 and 1889; guidance on integrating gender responsive budgeting in the Aid Effectiveness agenda; the launch of a virtual knowledge centre on ending violence against women; and an accountability checklist for national AIDS planning.

63. Nine efforts to replicate or upscale UNIFEM-supported initiatives were tracked in 2009 (compared to eight in 2008). They included the replication of the Rwanda Police/Defence Force anti-violence against women training curriculum and/or gender desks in eight instances[11]; upscaling of community-based training for women migrant workers initiative in 40 villages by the Government of Indonesia, supported by AusAID, the Government of Japan, and the World Bank; and replication of district task forces to protect women's rights to land in Tajikistan across 21 districts funded by district branches of the National Women's Committee.

[11] Burundi, Fiji, Kenya, Nigeria, south Darfur, south Sudan, United Republic of Tanzania, and Uganda

Area 2. United Nations coordination and reform

64. In 2009, UNIFEM expanded participation in United Nations coordination and reform processes at all levels and was engaged in a total of 95 joint programmes (compared to 72 in 2008 – see figure 8); participated in eight delivering as one pilots, and is taking an active role in the evaluation processes at the country level. UNIFEM participates in or leads gender theme groups in 69 countries, as well as 75 other coordination mechanisms at global, regional, and country levels (figure 9). UNIFEM continued to contribute to promoting stronger attention to gender equality in common country assessments (CCAs) and United Nations development assistance frameworks (UNDAF) in 2009, participating in 13 such processes. In 2009, seven United Nations country teams called upon UNIFEM to undertake gender audits.

Figure 8. Number of joint programmes in which UNIFEM participates

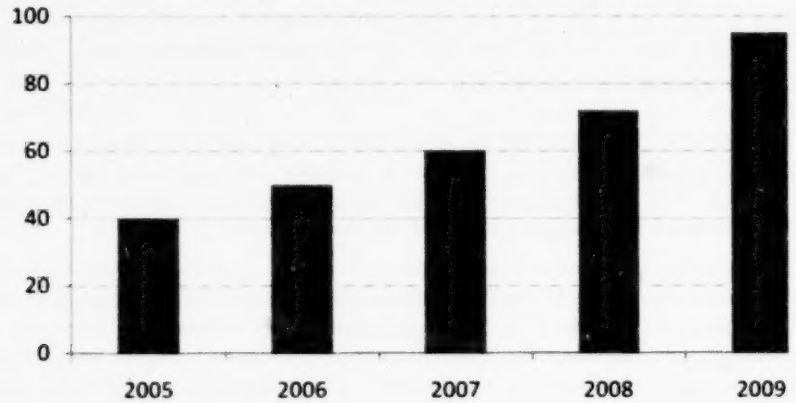
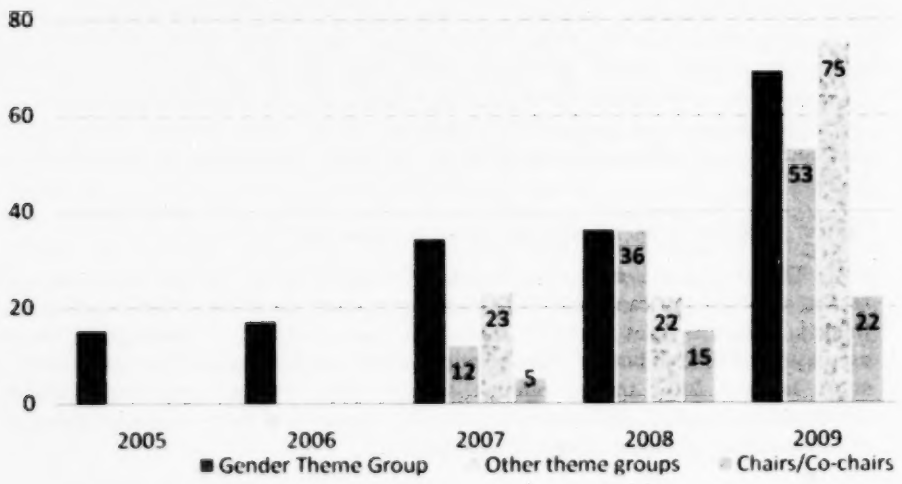


Figure 9. Yearly trend: Number of gender coordination mechanisms led or co-led by UNIFEM, 2005-2009



65. UNIFEM prioritized support to United Nations system-wide efforts through active participation in three task forces convened by the Deputy Secretary-General (on gender architecture, the UNiTE campaign and on the rule of law); continued stewardship of the United Nations Trust Fund; hosting the UN Action secretariat; co-chairing the Working Group on Programming Issues for the United Nations Development Group (UNDG): and participating in UNDG expert teams, including training of Resident Coordinators, to lead CCA/UNDAF processes. The Executive Directors of UNAIDS and UNIFEM issued a joint letter to their respective staffs encouraging strong partnerships to ensure attention to the gender dimension of the epidemic in all policies and programmes through interagency collaboration at all levels.

66. Its three-year effort as chair of the 17-member UNDG Task Team on Gender Equality has produced an agreed set of performance criteria on gender equality for United Nations country teams and distributed to United Nations country teams in 2008. In 2009, the Task Team tracked their implementation in eight countries while 40 other countries are in different stages of implementation planning.

Area 3. Accountability, risk and oversight

67. In 2009, UNIFEM addressed the management issues of accountability, risk and oversight by strengthening staff capacity to monitor and report on results and continuing the phased delegation of authority of operational and programmatic business processes from headquarters to sub-regional offices.

68. Efforts to improve results tracking and reporting systems focused on finalizing and the full implementation of the electronic results tracking system for the Strategic Plan. The system is enabling UNIFEM to undertake better results based quantitative and qualitative analysis, comparative across years, with results linked to budgets and expenditures and verified by supporting documentation. UNIFEM also commissioned a review of the quality of design and results orientation of its programme documents and the rigor of its programme appraisal processes: the results of which will be available in 2010.

69. UNIFEM also strengthened policy, oversight and monitoring capacity including through the delegation of authority. Seven offices have met criteria for, and been granted delegated authority. At the end of 2009, eleven internal control frameworks from the field and headquarters units have been developed and approved. Reports based on Atlas information are being systematically used throughout the organization as risk management tools. 12 internal audits have been carried out during from 2006 to 2009, which means that approximately 70 per cent of the Sub-Regional Offices have been audited at least once during the last three year period.

Area 4. Administrative, human and financial capacities

70. This output area tracks the extent to which UNIFEM has the administrative, human and financial capacities to respond to requests for its technical expertise and financial support. Atlas Wave II of the Enterprise Resource Planning Programme used by UNIFEM, and other United Nations funds and programmes has been in place since January 2009 and is running satisfactorily. Internal operations capacity development has been undertaken for all programmes and associated staff members at headquarters, covering all operational areas.

71. In 2009, UNIFEM also established mechanisms to strengthen capacity to track the timeliness of donor reports in a more systematic way; and, at field level build capacities to prepare high-quality, results-based reports. In 2009, this resulted in the submission of 338 (annual certified and interim) reports to donors.

Gaps and challenges: management results framework

72. While the UNIFEM management results framework registered significant output results in 2009, reporting and review suggest that systems and knowledge should be enhanced to improve performance in a number of areas.

73. While the reporting format asks for information on methods that UNIFEM used to engender United Nations and National development frameworks, it does not systematically capture how UNIFEM's catalytic programming efforts contribute to the realization of results within the UNDAF or other United Nations system-wide plans. As other United Nations organizations have identified similar challenges, UNIFEM is working with the UNDG to develop a Standard Operational Format and Guidance for Reporting Progress (SOF) on the UNDAF. UNIFEM will also revise its reporting guidelines to be in line with the SOF and more systematically assess its contributions to United Nations country team commitments.

74. In 2010, UNIFEM will continue to invest in strengthening technical platforms as well as staff capacities for knowledge management to enable greater access to distilled knowledge assets for internal and external consumption.

V. Integrated resources framework

75. The number of countries contributing to UNIFEM regular and other resources increased from 80 in 2008 to 102 in 2009. The number of multiyear pledges more than doubled over the year from 11 to 24. Contributions for 2009 increased by 14 per cent to $138 million, compared to $121 million in 2008. Core contributions increased to $62 million, an increase of 21 per cent over the 2008 total of $51 million; while non-core contributions (excluding Special Trust Funds managed by UNIFEM) increased by $6 million to reach $76 million, an increase of eight per cent over the amount in 2008 of $70 million. An additional $3.6 million was received for the Fund for Gender Equality in 2009, over the initial $65 million granted by the Government of Spain in 2008. Contributions to the United Nations Trust Fund increased by $5 million, or 27 per cent to reach $23 million in 2009.

76. UNIFEM reached delivery of 85 per cent of regular (core) resources by the fourth quarter of 2009, with a delivery rate of 75 per cent on non-core resources. It is noteworthy that more than half of non-core resources, equivalent to $45 million out of $76 million were received in the fourth quarter of the year, impacting programming and the delivery rate for the year. The United Nations Trust Fund, for the first time, disbursed grants to United Nations country teams in addition to government and non-governmental organizations. The Fund for Gender Equality made its first grants of $9.99 million in 2009. UNIFEM tracked the trends in changes of the ratio of the biennial support budget to resources used and found a decrease in this ratio of 0.5 per cent over 2008.

United Nations

DP/2010/30

Executive Board of the United Nations Development Programme and of the United Nations Population Fund

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Annual report of the Executive Director

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The year 2009 saw significant progress towards the implementation of the United Nations Office for Project Services (UNOPS) 2007-2009 business strategy. Wide-ranging internal reforms and more rigorous financial and management controls enabled UNOPS to better contribute to the results of its partners' peacebuilding, humanitarian and development operations.

In 2009 UNOPS delivered $[ ] billion through project implementation and spent $[ ] million administering it. The contribution to the operational reserve was $[ ] million, bringing the reserve to $[ ] million – a [ ] per cent increase compared to 2008.

With the strong support of stakeholders, UNOPS adopted the Strategic Plan 2010-2013, which spells out the UNOPS mission and vision, and will guide the organization during the next four years. This year's annual report outlines the structure of the Strategic Plan and reports on UNOPS operational results under the contribution grant and cross-cutting enablers outlined in the strategy.

[Elements of a decision: The Executive Board may wish to: (a) take note of the UNOPS wide-ranging contributions to the operational results of the United Nations and its partners, often in the most challenging environments; (b) welcome the progressive financial position of UNOPS and the increased professionalization of its services and processes.]

[redacted]

[illegible]

I. [illegible] ..... [illegible]

II. [illegible] ..... [illegible]

A. [illegible] ..... [illegible]

B. [illegible] ..... [illegible]

C. [illegible] ..... [illegible]

D. [illegible] ..... [illegible]

E. [illegible] ..... [illegible]

III. [illegible] ..... [illegible]

A. [illegible] ..... [illegible]

B. [illegible] ..... [illegible]

C. [illegible] ..... [illegible]

D. [illegible] ..... [illegible]

E. [illegible] ..... [illegible]

F. [illegible] ..... [illegible]

G. [illegible] ..... [illegible]

[illegible]

[redacted]

the High-level Committee on Management and the United Nations Development Group (UNDG), focusing primarily on operational issues.

15. Following a decision of the Executive Board in September 2009 and approval from host country governments, UNOPS appointed representatives in Kenya, Afghanistan, Peru, the Democratic Republic of the Congo, Sri Lanka and Jordan.

16. A new motto was adopted in 2009, "Operational excellence for results that matter", emphasizing the operational role of the organization and its commitment to delivering on the contribution goals.

17. To increase accountability and transparency, UNOPS expanded its website and broadened coverage of operations. During the year there was a steady increase in visitors to www.unops.org. In a comparison of November 2008 and November 2009, monthly visits increased from over 41,000 to over 61,000, while individual page views (not counting the popular vacancies pages) increased from 147,000 to 199,000.

II. Business process perspective

18. In 2009, UNOPS strengthened its policy framework by issuing or revising 12 of its 28 corporate policies. These included the revision of the Legislative Framework and the Financial Regulations and Rules. Among the other policies issued or revised were the Engagement Acceptance Policy and the Client Pricing Policy, both of which focus engagements in areas where UNOPS can reliably contribute to results, balancing opportunity as well as risk.

19. A major revision was made to the UNOPS global structure, institutionalizing the "practice approach". This aligns policy, business processes, tools and people across functions, areas of service and support, and geography. It also enables coordinated decision-making across the four management practices of project management, finance, procurement and human resources. In an accompanying revision to its legislative framework, UNOPS made practice leads responsible for the development of business processes which support the consistent operations of their practices.

20. UNOPS continued to adopt best practices in enterprise risk management, preparing a set of organizational directives which were launched in early 2010.

21. To increase operational capacity and in preparation for ISO 9001 quality management certification, UNOPS developed the online Practice and Quality Management System. The system provides guidance to practitioners, manages the improvement agenda for practice leads and links to practice knowledge-sharing systems.

22. Consistent with UNOPS adoption of the Prince2 project management methodology, guidance has been developed for all stages of the project cycle and has been categorized as a set of 10 mandatory instructions with supporting guidance. The project management practice also developed information technology tools to strengthen project monitoring and capture lessons learned. These include a Project Document Centre that allows for the retention of UNOPS project files online and gives alerts on project performance.

23. During 2009, the finance practice group performed monthly closure of sub-ledgers and quarterly closure of the general ledger. This improved financial reporting business process has resulted in increased data accuracy, completeness and timeliness of financial reporting and monitoring.

24. UNOPS initiated a review of the Individual Contractor Agreement (ICA) policy, which resulted in a range of recommendations for improvements and the reduction of the time taken to process ICA payments by more than half.

25. In the procurement practice, the Executive Board's approval of new financial regulations and rules enabled a revision of the UNOPS procurement manual. This afforded the opportunity to revise thresholds and delegations of authority to better reflect the needs of partners, strengthen the role of procurement advisers in line with the global structure, introduce a policy for vendor suspension and embed guidance on sustainable procurement throughout the process. This work should be seen in the broader context of developing a procurement and supply chain strategy during 2010.

26. The average time to complete procurement and recruitment processes was less than 90 days, down from 115 a year ago. UNOPS monitors these indicators on a weekly basis.

27. The UNOPS Internal Audit and Investigation Group adopted and now conforms to the Institute of Internal Auditors "International Standards for the Professional Practice of Internal Auditing (Standards)" as revised in January 2009.

C. People perspective

28. The total staff workforce at the end of 2009 was 839. UNOPS recruited 156 staff in 2009, divided into the following categories: 40 appointments of limited duration, 88 international Professional staff members and 28 General Service staff. The number of staff who left the organization was 154. For 2009 staff turnover was 18 per cent, in line with 2008, but down from between 25 per cent and 30 per cent in 2006 and 2007. The gender balance is still unsatisfactory, with only 38 per cent female staff. UNOPS will intensify its efforts to address this issue. Efforts are being made in the most challenging field locations to ensure female participation and gender-sensitive questions in interview panels. For example, the Sudan Operations Centre created a dedicated gender-based programming and recruitment workshop for all senior management and project staff.

29. In 2009, UNOPS efforts were primarily concentrated on staff retention, motivation and job satisfaction. These were addressed through the Invest in Our People project. Special attention was given to talent and performance management.

30. UNOPS developed a policy for work/life harmonization and flexible working arrangements, which was widely used by female personnel. The policy includes specific provisions for international personnel working in hardship locations.

31. UNOPS developed a system to provide management with an overview of the existing UNOPS workforce and enable succession management analysis.

32. Following the approval by the Executive Board of the proposed comprehensive reclassification of staff in the Professional category, UNOPS conducted a review of posts. From a total number of 442 under review, 53 posts or 12 per cent have been upgraded, effective 1 January 2010. Decisions on the three management practice groups based at headquarters, human resources, procurement and finance have been suspended until the new practice leads have established the structure of their practices. UNOPS will report on the impact of the reclassifications in the Executive Director's annual report at the 2011 annual session of the Executive Board.

33. The online Performance and Results Assessment (PRA) was launched in January 2009, improving the assessment completion rate. The tool allows human resources and senior management to generate reports on performance ratings and PRA status.

34. UNOPS participated in the development of the One Staff contract as part of United Nations contractual reform and implemented measures for the transition to the new contract and the provisional staff rules.

35. The Global Personnel Survey conducted in March 2009 showed a majority of personnel are clear about their responsibilities, that their role is in line with their strengths and skills and that they are adequately empowered to achieve their tasks. The working relationship between supervisor and their respective team is strong across a large part of UNOPS. Personnel trust in the leadership team is high and has improved over the past year. The survey showed high scores in areas of respect for cultural diversity.

36. A new policy on learning and development was adopted in 2009 with all personnel having to complete six mandatory courses, including those covering security and ethics. UNOPS arranged for external procurement certification to be conducted by the Chartered Institute of Purchasing and Supply. Arrangements were also made with the Association of Chartered Certified Accountants and Cornell University for external certification programmes. Altogether 1,187 personnel undertook elective training.

D. Financial perspective

37. At the end of December 2009, UNOPS operational reserves stood at $42.1 million – a 40 per cent increase compared to a year earlier, representing a significant milestone in the UNOPS financial performance.

38. During 2009 UNOPS delivered $1.1 billion in project management services and earned $61.9 million in revenue.[1] In addition, service income and miscellaneous income earned was $20.9 million and $7.8 million, respectively. Total income was $90.3 million. This represents a 32 per cent annual growth rate for 2009. The administrative costs incurred in support of revenue earned amounted to $62.1 million, up just one per cent. This resulted in a net surplus of income over expenditure of $28.3 million. UNOPS has set aside a further $16.3 million in provisions for losses and write-offs, mainly relating to the closure of pre-2007 projects.

39. UNOPS is preparing to implement the International Public Sector Accounting Standards (IPSAS) by January 2012 in harmony with UNDP and UNFPA, which share the same enterprise resource planning system. UNOPS is managing the transition from United Nations System Accounting Standards to IPSAS on the Prince2 project management methodology.

E. Ethics

40. The UNOPS Ethics Office was established as an independent office in February, and in April UNOPS adopted the draft United Nations Code of Ethics. In 2009 there were 96 referrals to the Ethics Officer. Of these, 92 were completed as a result of advice, the solving of issues raised, or by referrals to other officers. There was one request for guidance on financial disclosure, which was addressed to the General Counsel.

41. The Ethics Officer drafted an annual report that was submitted to the Executive Director. In line with a recommendation by the United Nations Ethics Committee, the report was submitted to the Committee for review prior to being sent to the Executive Director.

[1] Revenue is accounted for on UNSAS – the same accounting basis as used in 2006/2007.

42. Among actions taken to raise awareness of ethics issues in 2009, an Ethics Information intranet page was set up and an integrity course made mandatory for all UNOPS personnel.

III. Operational results framework

A. Introduction

43. In 2009 UNOPS implemented around 900 projects on behalf of its partners. Owing to the varied nature of this work in theme, scope and location, it is not always possible to produce comprehensive overviews and aggregate figures. The following sections offer a representation of UNOPS work to provide an indication of how it contributed to the results of its partners.

44. The unique role of UNOPS inherently affects any results-based assessment of its performance. As a provider of services to partners, UNOPS can handle all aspects of project design and implementation or provide selected services. UNOPS contributes to the programme outcomes of its partners, and since project ownership rests with partners, their own reports may elaborate results at the outcome level. UNOPS reports mainly at the output level.

45. UNOPS contributions are split between the four goals described in the Strategic Plan: Goal One - Rebuilding peace and stability after conflict; Goal Two - Early recovery of communities affected by natural disasters; Goal Three - Ability of people to develop local economies and obtain social services; and Goal Four - Environmental sustainability and adaptation to climate change.

46. There are also three cross-cutting concerns: gender equality and empowerment of women; enhanced national capacity; and environmental sustainability. They are detailed in a separate section but results relating to the concerns can be found throughout the sections on contribution goals.

47. Results are not duplicated across contribution goals even though projects may contribute to more than one. All projects that took place in conflict-affected areas are included under Goal One, even if they also relate to the environment or local economic development. Projects that took place in a post-disaster setting are included in Goal Two and all other development projects are included in Goal Three. The exception to this is reporting on Goal Four that focuses on cross-border projects or multiple country programmes that may be implemented in post-conflict, post-disaster or development settings.

B. Key results

48. UNOPS uses the pursuit of the Millennium Development Goals (MDGs) as one of its guiding principles in choosing whether to accept projects. In 2009 UNOPS projects contributed towards all eight of the MDGs, with a particular focus on health.

49. As the lead United Nations entity for large-scale physical infrastructure projects in peacebuilding settings, UNOPS managed significant volumes of construction work in Iraq, the Sudan, Afghanistan and the Democratic Republic of the Congo in 2009. UNOPS also undertook substantial efforts in Indonesia and Sri Lanka, continuing reconstruction following the 2004 tsunami.

50. Overall UNOPS supervised the construction or rehabilitation of 124 schools, 61 hospitals and health centres, 15 police stations, 30 prisons/detention centres and over 130 other government buildings. In 2008, UNOPS supervised the construction

or rehabilitation of 186 schools, 34 hospitals and health centres, 31 police stations, 20 prisons/detention centres, and 14 other government buildings.

51. UNOPS constructed or rehabilitated 18 bridges and over 2,200 kilometres of paved and unpaved roads in 2009, compared to 100 bridges and 1,300 kilometres of roads in 2008.

52. A vast range of medical goods were procured for partners, for example equipping 26 medical centres and hospitals in Peru. UNOPS procured more than two million bednets to reduce the threat of malaria in Asia.

53. In total, UNOPS procured over 238 million doses of medicines around the world, including immunizations for tuberculosis and anti-malarial drugs. To combat HIV/AIDS alone UNOPS procured over 128 million doses.

54. UNOPS helped partners deliver training to more than 170,000 people in the fields of health, election monitoring and agriculture, among others. In 2008 UNOPS helped clients deliver training to more than 95,000 people in similar areas.

55. UNOPS helped the Office of the United Nations High Commissioner for Refugees support over 600,000 refugees and internally displaced persons. UNOPS implemented disaster preparation schemes that helped up to a million people.

56. UNOPS supported the implementation of 34 international water projects and acted as the executing agency for the Small Grants Programme, administering almost 4,000 community grant projects in more than 120 countries. In 2008 UNOPS administered more than 3,000 community projects, in more than 100 countries.

57. UNOPS procured more than $870 million worth of goods (49 per cent) and services (51 per cent) in 2009. The competitive rate of procurement actions above $100,000 was 90 per cent, up 10 percentage points from 2008. In total, 8,848 Individual Contractor Agreements were processed.

58. UNOPS provided common services for other United Nations agencies, for example supporting United Nations missions in Haiti and Iraq, running compounds in Afghanistan and building facilities for the World Food Programme, the World Health Organization and UNDP, among others. Through UNWebbuy UNOPS procured over $68 million worth of goods ranging from vehicles to IT equipment. UNOPS also compiled the *2008 Annual Statistical Report on United Nations Procurement*.

Box 1. Managing construction of United Nations facilities in Peru and the Democratic Republic of the Congo

A new United Nations House in Peru is providing a home for seven United Nations agencies and a source of funding for children in need. Unused buildings in an orphanage complex in Lima from the early 1900s were leased by UNDP and refurbished by UNOPS in order to create the new office complex. The money also paid to renovate living conditions in the orphanage section.

UNOPS supervised the design, which was in keeping with the building's rich heritage and using the latest environmental techniques. The project received the Architects Association of Peru National Architectural Quality Prize for 2009.

UNOPS also managed the construction of the new World Food Programme office in Kinshasa, the Democratic Republic of the Congo, which provides larger working spaces, new facilities and up-to-date security measures.

Box 2. Measuring impacts as well as outputs in the Sudan

Owing to the nature of UNOPS, successes are measured at the output level, but in certain cases, with the support of partners, impacts and outcomes can also be gathered. In the Sudan for example, UNOPS is building roads on behalf of the Government of Southern Sudan, the Multi-Donor Trust Fund and USAID.

The construction of the first 70 kilometres of the Yambio-Tambura road has already resulted in an upsurge of economic activities. Before the road was built, the Nzara market contained three shops, providing basic supplies. By October 2009 Nzara had 120 shops and 15 restaurants, with a further 20 shops under construction.

This can be credited mainly to the reduction in travel time along that stretch, from more than four hours to only 90 minutes, regardless of wet weather. This has improved the quality of goods and services available and boosted the overall development of the area, directly benefiting an estimated 130,000 citizens.

C. Goal One: Rebuilding peace and stability after conflict

59. In 2009 UNOPS supported efforts to foster sustained peace and development in post-conflict situations. From Iraq, Afghanistan and the Occupied Palestinian Territory to the Sudan and the Democratic Republic of the Congo to Haiti, UNOPS managed projects on behalf of its partners in some of the world's most challenging environments. UNOPS services in support of this goal involved a range of projects focusing on security and public order, reconstruction and capacity-building.

60. Over 1,500 kilometres of roads were constructed or rehabilitated in conflict-affected areas, providing hundreds of thousands of labour days for local people as well as improving access to vital goods, services and humanitarian aid. For example, in Afghanistan, under the National Emergency Rural Access Project, funded by the World Bank and the Afghanistan Reconstruction Trust Fund, UNOPS supported the construction or rehabilitation of 680 kilometres of roads.

61. UNOPS helped a range of partners construct or rehabilitate 12 bridges in post-conflict areas in 2009.For example the Bandami Bridge, a key link connecting Southern Sudan, Uganda and the Democratic Republic of the Congo, was rebuilt as part of the Sudan Accelerated Infrastructure Programme, funded by USAID.

62. UNOPS helped its partners construct or rehabilitate over 200 facilities in conflict-affected areas, rehabilitating or constructing government buildings, communications networks and more. For example, a range of new administration buildings were built across Liberia to strengthen the capacity of the local administration, as part of a UNDP project under the United Nations Country Support Team Joint Programme, financed mainly by Sweden.

63. UNOPS rehabilitated 17 hospitals/wards and three new health centres, in Iraq, the Democratic Republic of the Congo, Somalia, Liberia and the Sudan on behalf of partners including national governments, bilateral partners such as USAID, and United Nations agencies such as UNDP, WHO, UNICEF and UNFPA.

64. UNOPS supported its partners by providing the infrastructure necessary for the rule of law. For example, 11 police stations and training centres were constructed or rehabilitated in the Sudan on behalf of UNDP and the Government of Southern Sudan, funded by the Multi-donor Trust Fund.

65. Proper construction of prisons to rigorous international standards is necessary to improve conditions. In total 25 prisons and detention centres were constructed by

UNOPS in Afghanistan, Kosovo and the Sudan, and four more were designed by UNOPS architects, including Gardez Prison in Afghanistan, which increases women's access to the formal justice system, funded by the United Nations Office on Drugs and Crime and the World Bank.

66. UNOPS also worked with national governments to provide the infrastructure needed to maintain a viable state, such as strong border controls. For example, UNOPS helped to strengthen the capacity of the Afghan Government to effectively manage its borders on behalf of a large group of donors, including the Government of Japan.

67. UNOPS focused on improving the justice system in post-conflict areas. For example, on behalf of the European Commission, the United Nations Mission in Kosovo and the United States Government, UNOPS administered the vetting and selection of over 400 judges and prosecutors in Kosovo.

68. Restoring education services is vital to rebuilding the lives of conflict victims and in 2009 UNOPS supported partners to build more than 40 schools in conflict-affected areas, the bulk of which were in the Sudan, funded by USAID, and in Liberia for the Ministry of Education.

69. Elections were held in Iraq and Afghanistan last year and UNOPS provided support in a variety of ways. For example, in Iraq, in conjunction with the United Nations Assistance Mission for Iraq, UNOPS helped train over 50,000 observers, as well as setting up a pan-Iraq communications network, for projects funded by the United Nations Development Group Iraq Trust Fund. UNOPS also assisted the European Commission, the Organization for Security and Cooperation in Europe, CANADEM, the Government of Norway and Switzerland in their Electoral Observation Mission of the Afghanistan Presidential Elections.

70. In order to provide shelter for tens of thousands of internally displaced persons in Sri Lanka, UNOPS constructed temporary shelters in the north in partnership with the Government of Sri Lanka. The project was funded by UNICEF, UNHCR, the Government of the United Kingdom and the United Nations Central Emergency Response Fund. UNOPS is the largest provider of emergency shelters in Sri Lanka.

71. UNOPS emphasized the empowerment of women in line with United Nations goals to expand women's access to markets, goods and services. For example, in Iraq UNOPS helped administer micro-loans to over 120 female entrepreneurs, in partnership with the International Labour Organization and others, funded by the United Nations Development Group Iraq Trust Fund.

72. UNOPS also focused on empowering women in post-conflict settings through recruitment. For example, in Afghanistan UNOPS supported the Government to implement the Rural Accessibility Improvement Project by constructing 85 kilometres of roads, in a project funded by Sweden. UNOPS supported efforts to encourage women's participation, setting up a female community group to oversee the work of more than 50 women.

73. Special efforts were also made to stimulate local employment and develop the capacity of local workers when building peace. For example, on behalf of the Sudan Accelerated Infrastructure Programme, UNOPS used local contractors in order to generate employment and develop local capacity.

74. In 2009 UNOPS helped UNDP and the United Nations Mine Action Service (UNMAS) respond to the problems of landmines and explosive remnants of war, providing services such as recruitment, procurement, contracting commercial and national organizations, technical and operational support, and financial and legal services.

75. UNOPS supported UNMAS activities that provided direct assistance to 10 United Nations peacekeeping missions, and technical advice to four more. In Afghanistan, mine clearance was conducted in 282 communities, clearing or cancelling over 1,000 minefields, while in the Democratic Republic of the Congo, over 330,000 people received mine risk education. In the Sudan the clearance of 36,000 kilometres of roads by UNMAS since 2005 has led to approximately $150 million savings in the cost of air transport for the United Nations Mission in the Sudan and humanitarian agencies.

Box 3. High quality schools in Kabul

More than 10,000 male and female students in the Afghan capital will be provided with high quality learning facilities as a result of new buildings at the Ghazi Boys High School and the Sardar Kabuli Girls High School. The programme is funded by USAID and implemented by UNOPS.

At the Ghazi Boys High School site a new three-storey school building providing 72 classrooms is being erected and on the site of the Sardar Kabuli Girls High School, 54 new classrooms are being added. Both schools will also have science and computer laboratories, library facilities and administrative offices. The buildings meet international standards for earthquake and fire safety and disabled access.

Capacity development of the local engineering and construction industry is a major component of the Kabul Schools Programme, with UNOPS providing onsite training for approximately 500 engineering students, including women who have traditionally been excluded from the construction industry in Afghanistan.

Box 4. Clearing unexploded ordnance in the Occupied Palestinian Territory

Inhabitants of the Occupied Palestinian Territory live and work in communities extensively contaminated by explosive remnants of war. In early 2009, after the Israeli military operation "Cast Lead", the United Nations Mine Action Service deployed teams into Gaza to mitigate the immediate threat of unexploded ordnance and facilitate the safe delivery of humanitarian aid and the removal of rubble. Within 10 days the teams had cleared all major road access routes and all United Nations facilities. During 2009 United Nations teams assessed more than 1,600 sites and removed 337 pieces of unexploded ordnance in preparation for rehabilitation projects. The programme is funded by the governments of the Netherlands, the United Kingdom, Australia, Sweden, the European Commission, United Nations Office for the Coordination of Humanitarian Affairs, UNDP and the United Nations Voluntary Trust Fund. UNOPS is the implementing partner providing human resources and procurement services.

D. Case Box: Early recovery of communities affected by natural disaster

In [illegible] UNDP helped communities affected by natural disaster by supporting reconstruction and disaster management projects. In previous years UNDP supported a large number of projects providing post-disaster reconstruction in countries affected by the 2004 tsunami (see box 4). By 2009 many of the projects had finished but UNDP continued to implement the UNDP-ECHO school building

project, managing the construction of 53 earthquake-resistant schools in Indonesia for UNICEF and the Government of Indonesia.

77. In order to reduce damage caused by natural disasters, UNOPS worked with a number of countries to develop their capacity for production, preparedness and mitigation. In Argentina UNOPS helped UNDP procure specialized earthquake equipment on behalf of the Government. In the Democratic Republic of the Congo, UNOPS helped over one million people reduce their risks in the event of a volcanic eruption (see box 5).

78. UNOPS also supported environmental measures to reduce the threat of natural disasters. For example, with funding from the European Commission, UNOPS supported the Government of Sri Lanka to plant some 50 hectares of trees to provide coastal communities with greater protection, as well as sustainable firewood collection.

79. When working in the aftermath of a natural disaster, UNOPS generally focuses on infrastructure damage assessment, clearing initial shelters, procuring necessary goods and planning future reconstruction projects. The work UNOPS has done in Haiti since the January earthquake is a clear example of UNOPS Gaza Strip focus, and will be reported in the 2010 annual report.

Box 5. Monitoring volcanic risk and raising awareness in the Democratic Republic of the Congo

In the Democratic Republic of the Congo, nearly one million people living in the shadow of a highly active volcano are safer as a result of a monitoring and awareness-raising project. Mount Nyiragongo last erupted in 2002, destroying part of Goma city centre, leaving nearly 500 people dead and over 120,000 people homeless.

Several initiatives are now monitoring the volcano as well as providing risk education to locals. A Volcano and Environmental Risk Management Unit monitors risk levels in the area, with help from international experts who have since installed and started updating monitoring equipment. The data collected by the unit in collaboration with the local Volcano Observatory has led to the creation of hazards maps and a new contingency plan, enabling safer urban planning.

UNOPS has partnered with UNDP, the governments of the United Kingdom, Switzerland and Luxembourg and the European Union to deliver the project.

Box 6. Building back better – post-tsunami reconstruction

The 2004 Indian Ocean tsunami and subsequent earthquake in 2005 claimed the lives of more than 225,000 people and caused over $10 billion in damages. Alongside the task of emergency aid, there was also a realization of the need for longer-term reconstruction programmes and the chance to "build back better".

In Indonesia and Sri Lanka, many of the reconstruction projects UNOPS has been active in are now drawing to a close. In support of its partners in these countries, over the past four years UNOPS managed the construction of 23 schools and 10 health facilities, as well as hundreds of kilometres of roads, five bridges, 147 school latrines and 70 houses.

The largest single programme was in Aceh Province and was funded collectively, either on behalf of UNDP or UNOPS, managed the construction of 23 new primary schools and 7 outpatient health facilities and units,

Box 10. Developing the capacity of government departments and local workers to bridging the environment in Afghanistan

The Afghanistan Conservation Corps works to conserve Afghanistan's biodiversity, improve rural livelihoods and build national capacity to manage forests and watersheds sustainably.

Labour-intensive methods provide work for vulnerable local residents, such as returning refugees, internally displaced persons, ex-combatants and women. In 2009 alone the Corps planted 500,000 tree saplings while creating at least 70,000 labour days.

The Corps also provided training to 420 women on poultry farming, and to 200 government staff and farmers on soil and water conservation and forestry. It worked closely with the Women's Affairs Department to select vulnerable women to receive gardening training before being given work rehabilitating public spaces such as parks, hospital compounds and school gardens. The Corps is funded by the United States Government and managed by CHEMONICS. Projects are identified by and implemented in collaboration with Afghan government ministries and local communities.